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PROPOSAL
AND
COMPENSATION PLANS
FOR
LIBRARY POSITIONS

**Proposed
Classification and Compensation Plans for
Library Positions**

**Report
of the
Bureau of Public Personnel Administration
to the
Committee on the Classification of Library Personnel
of the
American Library Association**



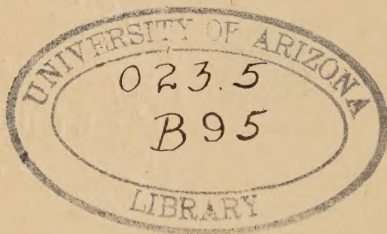
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* Added to the committee early in 1926.

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LETTER OF TRANSMITTAL

JANUARY 3, 1927

To the Committee on the Classification of Library Personnel:

The Bureau of Public Personnel Administration, acting as the technical staff of the Committee on the Classification of Library Personnel of the American Library Association, herewith submits its third and final report, based on the study carried on during the last three years. The essential part of the report is the outline of the classification and compensation plans but there are also included an explanation of the work, and a number of exhibits and tables, as well as the preliminary report of the Committee on Schemes of Library Service relating to public libraries.

This final report is much more nearly complete than the two previous reports dated respectively June 30, 1925, and December 31, 1925. Thanks to the many helpful suggestions received from those in the library profession and from others, it is also more nearly free from error. At the present stage of personnel administration, however, it is not possible to develop either a classification or a compensation plan which is perfect; the plan submitted in this report undoubtedly contains many defects which should be remedied in whole or in part through further intensive study and through the experience that is accumulated in the course of time.

The study, we believe, has been carried on in accordance with accepted principles and with the best practises yet developed; certainly the best thought of the library profession and of those experienced in scientific classification and compensation work has been made available for the Committee's technical staff. The total cost of the study to the Bureau of Public Personnel Administration, including the printing of this report, is in excess of \$12,000. The value of the time given without charge by those engaged in library work and by others is probably even greater. Whatever it is possible to do in this pioneer work of developing classification and compensation plans for a whole profession appears to have been done.

We should like to point out that whatever may be the merits or demerits of this particular report, it represents a serious attempt

to formulate the personnel standards and ideals of the library profession in such a manner as to make them available for the use of individual library administrators. Such standards and ideals, however, should not be looked upon as static but rather as constantly changing. Even if the report were completely successful in attempting to reduce to writing today's standards and ideals of the library profession, modifications would be desirable in order to reflect different standards and ideals which the profession may in the future set for itself or which changing economic and employment conditions may enforce. We therefore regard it as an essential step in giving effect to the work already done that the library profession, through the American Library Association, provide for a small, strong committee to take up the work of developing the classification and compensation plans where the Bureau of Public Personnel Administration is leaving it, and of encouraging the adoption and proper administration of these plans in individual libraries. The Bureau and its staff stands ready to cooperate with such a committee by giving consulting advice, by collecting and analyzing data and handling other clerical work, or by acting as its technical staff.

It is a matter of regret to us that we cannot publicly express our appreciation not only to the leaders of the library profession but also to many of the rank and file who have willingly cooperated in the work carried on during the last three years. A list of the libraries which had members of their staff fill out questionnaires is given in an appendix of the report; in addition, many librarians have at frequent intervals given advice and counsel regarding troublesome problems called to their attention. Those skilled in classification and compensation work have been equally generous with their time. So numerous are these persons that it is impossible for us to do more than make this all-inclusive acknowledgment of their invaluable aid and to express our conviction that without such aid the report could hardly have merited your serious consideration.

Faithfully yours,

BUREAU OF PUBLIC PERSONNEL ADMINISTRATION

By FRED TELFORD, Director

1. SUMMARY OF FINDINGS

The findings of the Bureau of Public Personnel Administration, acting as the technical staff of the Committee on the Classification of Library Personnel of the American Library Association, may be briefly summarized as follows:

A. AS TO TYPES OF LIBRARY ORGANIZATION

1. That something approaching a standard type of organization for a library of any size in a given field has been evolved but that the type of organization varies widely among medium, large, and small libraries rendering almost or exactly the same kinds of service.

2. That, despite the approach toward standard types of organization, the internal variations are numerous, and in some cases fundamental, among libraries of the same size attempting to give almost or exactly the same kinds and amounts of service.

3. That diversity in type and details of organization is made necessary by the different services rendered by libraries of different kinds, by the differences in size and character of staff, and by differences in buildings, topography, and other local conditions, but that this diversity is greater than is necessary or desirable with regard to many operations exactly the same that have to be repeated over and over in nearly every library.

B. AS TO THE QUALIFICATIONS OF LIBRARY WORKERS

4. That in many of the smaller libraries, and particularly in the public libraries where only one, two, or three persons are employed, the library workers as a rule do not have the education, library training, library experience, and other qualifications essential for the effective performance of the duties of their positions.

5. That in the large and in many of the medium size libraries a high grade personnel is regularly secured; and that in particular

(a) The abstract intelligence of library workers is absolutely and relatively high, a very large proportion making A and B scores in the army alpha intelligence tests and the average scores being higher than in most other professions or than among normal school, college, and university students.

(b) The educational standards vary widely, there being very few library workers engaged in professional work with less than a high

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school education, many with college training or technical library school equipment, or both, and a low proportion with a college education including or supplemented by a technical library course one or two years in length.

(c) A high proportion of those in the important positions rate very high in abstract intelligence and have either a college education and a technical library course, or several years of library experience, or both.

6. That there is a marked tendency among library administrators to place a high value on formal education and knowledge of foreign languages and to place a lower value on abstract intelligence and knowledge of the physical and social sciences.

C. AS TO COMPENSATION

7. That the compensation for positions involving the performance of similar duties and the exercise of equal responsibilities and calling for the same qualifications (that is, for positions of the same class) show wide variations and marked inequalities within the same library and still wider variations and inequalities between libraries in different communities, even when due allowance is made for geographical location and differences in the standards and costs of living in various parts of the country.

8. That the general level of compensation for library workers of practically all grades is low, both in view of their abstract intelligence, education, and experience, in view of the rates of pay for those of similar or lower attainments in other fields, and in view of the minimum amount of money required to sustain, in accordance with the standards expected of library workers, an adult who is a self-supporting, economic unit of society.

9. That there are many inequalities in the relative rates of compensation for different classes of library workers; and in particular that those holding minor and important supervisory positions are as a rule inadequately compensated as compared with the heads of libraries and with those holding non-supervisory positions.

D. AS TO CERTAIN EMPLOYMENT AND OTHER CONDITIONS

10. That existing titles for positions whose duties and responsibilities are substantially alike vary widely, are often lacking in descriptiveness and suggestiveness, and are sometimes actually misleading.

11. That the typical library worker must work during different hours on different days of the week and on occasion work in the evening and on holidays and Sundays but that from 38 to 42 hours constitute a normal week's work.

12. That extra compensation for night, holiday, Sunday, or overtime work is seldom allowed but compensatory time off for any such work is usually granted.

13. That library workers as a rule are allowed approximately 30 days of annual leave with pay, though in a few libraries the amount is as little as 15 days; that in most cases all or nearly the entire amount of annual leave with pay allowed is taken; that the amount of sick leave with pay allowed varies widely; that the average amount of sick leave with pay taken by those engaged in library work in the libraries studied was somewhat less than six days for the year covered by the data; and that about 35 per cent of the library workers in the libraries studied took no sick leave in the year covered by the data.

E. AS TO THE CAUSE OF SOME OF THE CONDITIONS MENTIONED

14. That no comprehensive classification or job analysis of library positions for use in fixing rates of compensation, in testing, certifying, and training employees, in handling transfers, in making promotions, and in providing a common terminology for employment, budget, and other purposes has been made and put into effect.

15. That the library profession has never developed any standards generally accepted to guide individual librarians, library boards of trustees, and budget officers in fixing the rates of compensation for library workers of different classes and has developed no adequate working plan for relating the compensation to the character and importance of the work for which salaries are paid.

16. That the absence of classification and compensation plans representing the considered thought and having the full approval of the library profession places the individual library administrator at a tremendous disadvantage in securing adequate appropriations for personal services from reluctant appropriating bodies or from legislative bodies that fix the library tax rate.

17. That because of the lack of trained library workers many libraries are compelled to divert a considerable proportion of their funds and energies to the training of new employees engaged in professional or semi-professional library work.

2. SUMMARY OF RECOMMENDATIONS

The Bureau of Public Personnel Administration, acting as technical staff for the Committee on the Classification of Library Personnel, makes the following recommendations in the belief that their adoption will assist in bringing about and maintaining equitable and reasonably uniform compensation for the same kind of library work, will make it possible to secure, retain, and fairly reward competent library workers, and will secure something approaching the maximum return in loyal and efficient personal services for the compensation paid:

1. That the classification and compensation plans given in this report, as modified and amended from time to time, be formally approved by the Committee on the Classification of Library Personnel and by the American Library Association and be used as far as practicable for employment, budget, administrative, and other purposes in public, state, university, college, normal school, and high school libraries.

2. That the American Library Association create a permanent small committee (with not more than five members) to make studies designed to perfect the classification and compensation plans and from time to time to recommend amendments as experience show how improvements can be made and as employment, economic, and library conditions change.

3. That the Committee on the Classification of Library Personnel and the American Library Association recommend to the heads of libraries that they, as rapidly as may prove feasible, adopt the class titles and put into effect the compensation rates set forth in the classification and compensation plans.

4. That any library adopting the approved classification and compensation plans in whole or in part administer these plans substantially in the manner set forth in the recommended rules covering this matter.

5. That whenever library workers are employed hereafter according to the compensation rates set forth in the approved compensation plan, the minimum qualifications and also to the greatest possible extent the desirable additional qualifications set forth in

the approved specifications be required; and in addition, that even where funds are not available for payments for personal services in accordance with the approved compensation plan, such qualifications be insisted upon as nearly as possible.¹

6. That authorities in schools for the training of library workers, in setting their standards and planning their courses, bear in mind the minimum and desirable qualifications and the rates of compensation set forth in the approved classification and compensation plans.

7. That the committee mentioned in recommendation 2 above be authorized and directed to secure the coöperation of interested individuals and organizations, both inside and outside the library profession, in developing standardized tests for use in determining the qualifications of those seeking appointment to the various classes of library positions set forth in the approved classification plan.

¹It should be recognized that any scientific determination of rates of compensation must be based upon a sound classification of positions, but that there may be a scientific classification of positions used for selecting employees, governing transfers, and handling numerous other employment problems without using it as a basis for compensation. In other words, a scientific classification plan is essential for developing a scientific compensation plan, but a classification plan, when developed and adopted, need not necessarily be used for compensation purposes, though such a use is logical and desirable. The compensation levels, moreover, may be moved up or down without affecting the *relative* correctness of the rates for the various classes of positions.

3. SUMMARY OF BENEFITS

The Bureau of Public Personnel Administration, acting as technical staff for the Committee on the Classification of Library Personnel, is of the opinion that the adoption of the proposed classification and compensation plans (as modified and amended as the result of further study), and of the proposed methods of administering these classification and compensation plans when finally put into effect in individual libraries, will bring about the following benefits to the library profession, to library boards of trustees or other governing bodies, to appropriating and tax levying bodies, to the heads of individual libraries, to library workers, and to the general public:

A. TO THE LIBRARY PROFESSION

1. A detailed analysis and classification of the different kinds of library work.
2. Definite standards and qualifications for the various classes of library positions and workers.
3. A common terminology for the various kinds of library work which will make available for all the accumulated experience of the profession with regard to any class of library positions.
4. Conscious recognition of the high personnel standards now observed in many libraries, including abstract and social intelligence, education, experience, and knowledge of library policy, organization, procedure, aims, and service.

B. TO LIBRARY BOARDS OF TRUSTEES OR OTHER GOVERNING BODIES

5. A statement of the library profession's ideas, ideals, and standards of personnel.
6. A means of making reliable comparisons of personnel and rates of compensation with other libraries.
7. A means of controlling expenditures for personal services, a sound and practical working basis for arriving at proper rates of compensation, and the assurance that the sums of money appropriated for library positions of different classes are equitably distributed on the basis of the value of the work performed.

C. TO APPROPRIATING AND TAX LEVYING BODIES

8. A method of finding out in outline or in detail the kinds of personal services for which funds are asked.

9. A basis for judging the needs of the library in the way of personal services and funds for the payment thereof.

D. TO THE HEADS OF INDIVIDUAL LIBRARIES

10. A means of presenting the personnel needs of the library to the library board of trustees or other governing body, to the appropriating and tax levying bodies, and to the general public.

11. A terminology such as to make possible definite comparisons with other libraries.

12. A basis for developing tests to use in selecting and promoting library workers and for developing service rating plans to facilitate estimating and recording the relative worth of employees filling any class of library positions.

13. A means for arriving at and presenting schedules of compensation, approved and supported by the whole library profession, such as to attract, fairly reward, and retain a competent staff.

14. A fair and just basis for handling salary adjustments as a substitute for dealing with the requests and demands of individual employees.

15. A formulation, bearing the approval of the library profession, of those matters relating to personnel which from their inherent nature pertain to the position itself rather than to the person holding it, thus making it possible to concentrate on those personnel matters which depend upon personal characteristics and qualifications.

16. All of the direct and indirect benefits that come from a fair and business-like compensation policy and a contented personnel.

E. TO LIBRARY WORKERS

17. A general increase in the level of compensation and relief to those library workers inadequately paid.

18. Justice in the relation between the compensation received and the value of the work performed.

19. Assurance that other library workers doing the same kind of work are compensated according to the same salary schedule.

20. Graduated schedules of compensation which provide higher rates of pay for those who, because of study and experience, have increased their usefulness to the library and to the public served.

21. Reasonable assurance that the schedules of compensation will from time to time be changed in view of changes in employment and economic conditions and in library standards.

22. A means of knowing what qualifications are necessary and desirable for the higher positions, the preparation that should be made to qualify for these positions, and the opportunities open to those choosing library work as a career.

23. The incentive to act that comes from knowledge of an assured reward for successful accomplishment—advance in pay for immediate increased usefulness in the same class of work and higher compensation upon promotion to a higher class of work.

F. TO THE GENERAL PUBLIC

24. Reasonable assurance that the money given libraries for personal services is being spent according to a carefully developed plan which, in a broad way at any rate, represents the best thought and has the full approval of the library profession and assures a reasonable return in the way of service by qualified library workers.

4. PREVIOUS ATTEMPTS TO DEVELOP CLASSIFICATION AND COMPENSATION PLANS FOR PROFESSIONS

Few attempts have been made, at any rate in the United States and Canada, to develop scientific classification plans and compensation plans for whole professions or, indeed, for considerable fractions of such groups. Probably the most successful of these has been that for the engineering profession which was worked out in 1919 by a committee of the Engineering Council, and presented in a leaflet of seventeen pages under the title "Report of Committee on Classification and Compensation of Engineers."¹ The proposed classification was based upon returns from 6378 engineers, all but about 600 of whom were grouped as follows:

| Service | Number | Average annual compensation |
|----------------------------|--------|-----------------------------|
| States and counties | 387 | \$2735 |
| National governments | 575 | 2899 |
| Municipalities | 764 | 2994 |
| Technical schools | 262 | 3240 |
| Railroads | 814 | 3325 |
| Private companies | 2198 | 4240 |
| Consulting engineers | 620 | 6737 |
| Contractors | 165 | 7678 |
| Total | 5785 | \$4032 |

The Engineering Council committee did not work out a detailed classification plan with classes but did name the following eight "grades" for which the salary recommendations given were "suggested for discussion":

| Grade number | Grade name | Total years of experience required to qualify | | Salary range | |
|------------------------------|------------|---|-----------------------------|--------------|----------|
| | | With professional degree | Without professional degree | Minimum | Maximum |
| 8—Junior Aid | | | 0 | \$1080 | \$1560 |
| 7—Aid | | | 2 | 1680 | 2400 |
| 6—Senior Aid | | | 5 | 2520 | 3240 |
| 5—Junior Assistant Engineer. | | 0 | 4 | 1620 | 2580 |
| 4—Assistant Engineer | | 2 | 6 | 2700 | 4140 |
| 3—Senior Assistant Engineer. | | 5 | 9 | 4320 | 5760 |
| 2—Engineer | | 8 | 12 | 5940 | No limit |
| 1—Chief Engineer | | 12 | 16 | 8100 | No limit |

¹This report is no longer in print and copies are unobtainable except as they can be found in public, university, engineering, or other libraries.

The various grades were defined in from two to ten printed lines and the qualifications to be required were set forth entirely in terms of education and experience, though equivalents were defined with some care. Following is the statement for grade 5, Junior Assistant Engineer:

Duties: Under immediate supervision, to perform work involving the use of surveying, measuring, and drafting instruments; to take charge of parties on survey or construction work; to design details from sketches or specifications; to compute and compile data for reports or records; to inspect or investigate minor details of engineering work; or to perform routine tests of apparatus, material, or processes.

Qualifications: No experience required other than that involved in securing a professional degree upon the completion of a standard course of engineering instruction in an educational institution of recognized standing; but in the absence of such degree, a high school education or its equivalent is required and at least four years of experience in the use of surveying, measuring, or drafting instruments, or the computation and compilation of engineering data, together with evidence of a knowledge of the fundamentals of engineering science sufficient, with further experience, to qualify for the higher professional grades. The completion of each full year of such standard course of engineering instruction shall be considered as the equivalent of one year of experience.

The following statement of experience equivalents for post graduate work was also included:

The completion of each full year of post graduate work in the specific subject of study or investigation appropriate to a particular service or branch of service shall be considered the equivalent of one and one-half years of general experience, but such substitution shall not thus be made for more than four years of such experience or be considered as reducing the requirements in any grade of the number of years engaged in the conduct or direction of responsible work.

Many of the titles in common use were listed and their allocations to the various grades indicated.

The manner in which the kind of specialization might be indicated in the title is shown by the following partial list of engineering specialties to be included in the Senior Assistant Engineering grade:

Senior Assistant Electrical Engineer
 Senior Assistant Mechanical Engineer
 Senior Assistant Mining Engineer

Senior Assistant Chemical Engineer
Senior Assistant Bridge Engineer
Senior Assistant Sanitary Engineer
Senior Assistant Tunnel Engineer
Senior Assistant Highway Engineer
Senior Assistant Sewer Engineer
Senior Assistant Topographical Engineer
Senior Assistant Hydraulic Engineer
Senior Assistant Geodetic Engineer
Senior Assistant Designing Engineer
Senior Assistant Landscape Engineer
Senior Assistant Structural Engineer

A much finer classification plan for a small part of the engineering profession was worked out by the Committee on Specifications for Highway Engineering Positions of the American Association of Engineers, of which Mr. A. B. McDaniel of Washington, D. C., was chairman.² This classification plan covers only highway engineering positions but is worked out in considerable detail. It is based on elaborate questionnaires which were sent to about 2700 highway engineers in all parts of the United States. The report did not include recommendations as to compensation.

When the allocation of District of Columbia library positions in the federal service was being made to services and grades as set forth in the personnel classification act of 1923, a committee of librarians, of which Mr. Miles O. Price was chairman, prepared a booklet of 94 pages which was submitted to the Personnel Classification Board as embodying the recommendations of the library workers affected.³ Owing to the fact that the Personnel Classification Board refused to establish classes as required by the personnel classification act, the committee perforce confined itself to a statement of the reasons why professional library positions should be allocated to the professional and scientific service as defined by the act and to an amplification and application of the service and grade definitions included in the act so as to indicate with some clearness how individual positions should be allocated and what qualifications should be required. An interesting part of the leaflet is a suggested

² See the bulletin of the National Research Council, Washington, D. C., for May, 1924, bearing the title "Minimum Specifications for Highway Engineering Positions." 105 pages; \$1.50.

³ "Specifications for Library Service in the Federal Government," dated 1923 and published by the District of Columbia Library Association, Washington, D. C.

plan for grading federal government libraries in accordance with a scale of points. The special purpose for which this report was prepared precluded the committee from working out a scientific classification plan with classes named and defined; nevertheless it was eminently successful in that the allocations of library positions under the act are considered more equitable than the allocations for any other large group of positions occurring in a considerable number of departments and bureaus.

It was the measure of success achieved in these attempts to work out classification and compensation plans for professions or parts of professions which led the Bureau of Public Personnel Administration to propose to the American Library Association that, working in coöperation, they develop classification and compensation plans for the whole library profession.

5. THE AIMS OF THE STUDY

Anybody giving serious attention to personnel problems in a large organization is soon struck by their complexity. The selection of new employees, their training following appointment, the determination of proper rates of pay, the making of promotions and transfers, the handling of salary adjustments, the development of service rating plans, the prevention of unnecessary separations, the granting or withholding of annual and sick leaves, the encouragement of punctuality and interest—all these demand constant attention. The functions of the organization, moreover, cannot be economically and effectively carried out unless wise decisions as to policies and as to individuals are made.

In dealing with any problem of such complexity the wise procedure is, where possible, to break it down into simpler elements. This is the course generally followed where conscious attention is given to personnel problems. For many years it has been the policy of the most progressive personnel administrators to make the first or primary separation of the whole into parts on the basis of those things which are inherent in the position itself and not those which are inherent in the individual holding the position. This makes it possible to look at the position—an impersonal thing—in an impersonal manner, and later to consider personal characteristics as fully as need be in dealing with the individual who holds or is being considered for the position.

There are two fairly common types of organization. With the first, which often produces remarkable results in the hands of unusually competent administrators, the organization is built around one or more persons. As a rule, however, this type does not work particularly well for less favored individuals. Always it has the disadvantage of requiring its originator or some equally competent person with the same ideas and methods to operate it efficiently; and seldom can it be "institutionalized." Administrators not so happily and liberally endowed customarily have recourse to a different type of organization, in which the functions to be performed are clearly stated, the plan of organization most likely to be effective in exercising these functions is determined, the posi-

tions needed in each department, branch, division, section, or other organization unit are specified, and qualified persons are found to fill each position. This type of organization possibly never functions as well as the other one at its best; it has the advantage, however, of not requiring more of its head than the non-genius can give, of being capable of "institutionalization" in the sense that it can be made permanent, and of enabling the head and his principal assistants to take advantage of all the experience accumulated by the race. Since men and women of genius are rare, while those of lesser ability abound, this second type of organization is very common.

In the library field both types of organization are found. The library administrator of unusual ability who has an organization built about his or her personality may feel no need for classification and compensation plans and may, in fact, believe that he would be hampered by them. But library administrators who operate on the other plan—and they are by far more numerous—are likely to feel the need and recognize the usefulness of such tools in dealing with their personnel problems.

Both types of library administrators are keenly aware of the fact that the importance of library work and of properly remunerating library workers is not appreciated by the general public or by those who hold the purse strings. The compensation of librarians with high educational attainments, who have fitted themselves for professional work by taking technical training courses and by years of experience, is as a rule little or no higher than that of clerks and stenographers without such qualifications. Skilled tradesmen, of a relatively lower type intellectually than librarians, customarily receive higher salaries than library workers with unusual attainments. Even in many library organizations the journeyman bookbinder or engineman is paid more than the trained library worker and sometimes, as far as remuneration is concerned, the janitor who merely keeps the room clean and orderly is on a par with the professional librarian who selects and loans books. It may be argued with considerable merit that the value of the work done by any professional group is not and should not be measured by monetary rewards. Nevertheless when due allowance is made for such considerations the fact remains that the devices heretofore used by library administrators have not secured from appropriating bodies the funds which are considered necessary by librarians as a body for

the proper support of their activities and for the equitable remuneration of those engaged in library work.

No claim is made that the use of scientific classification and compensation plans will automatically solve all personnel problems in a library or other organization; they simply represent one of the means by which resources can be pooled in dealing with certain aspects of such problems. When the duties of the various positions have been determined, when the naming and grouping of the positions have been accomplished, when the schedule of compensation for each group (class) of positions has been decided upon, the problem of finding the right individual, of providing the working conditions and incentives which will enable him to perform his tasks profitably and happily, of measuring the efficiency of his work, all remain. There can be little doubt, however, that these purely personal matters, all pertaining to the individual, can be attacked with a better chance of success if previously the impersonal matters, which concern the position only, are first disposed of by some such device as classification and compensation plans.

The classification—or, as it is frequently called in the industrial world, the job analysis—of positions, sounds formidable. The idea, however, is simple. In effect an occupational or duties classification of positions or a job analysis of positions means merely that those positions sufficiently alike that matters concerning them can be handled in the same way are grouped together, are given a common title which, as far as may be, is descriptive of the duties of the positions and of the work done by their incumbents, and are defined in terms of the duties performed, the responsibilities exercised, and the qualifications required for the successful performance of such duties and the successful exercise of such responsibilities.

It was the recognition of the fact that personnel conditions in the library profession are capable of considerable improvement which led to the creation of the Committee on the Classification of Library Personnel at the meeting of the American Library Association held at Hot Springs in 1923. Previous to that time various committees had been studying different phases of the library personnel problem. The newly created committee was so constituted as to contain representatives of the various committees dealing with library personnel work and was authorized and directed to attack the whole problem in a broad way. In particular, the Committee on

the Classification of Library Personnel was authorized to secure and analyze data, to recommend the steps to be taken to place the library profession on a par with other recognized professions, to make it possible for the individual librarian to use the best thought of the whole profession in dealing with his own personnel problems and devising means for selecting a competent personnel, and to work out a plan of remunerating library workers justly.

At the outset the members of the committee perceived that any scientific attack on any library personnel problem must be based upon a classification or job analysis of library positions. Such a classification is necessary first of all for providing a common terminology which will make it possible for different librarians to understand each other when they discuss common problems or attempt to pool their knowledge. It is a prerequisite for putting into effect the generally accepted principle of "equal pay for equal work," as without it there is no reliable and easy means of telling what kinds of work are "equal." It is essential in developing written or other tests to select persons performing library work and in promoting to higher posts those best fitted for advancement. It is the only means by which the library profession can make known to library boards, tax levying and appropriating bodies, and others their personnel needs. In short, the committee recognized that at the present stage of personnel administration a classification or job analysis of positions is essential for a scientific attack upon library personnel problems.

The committee therefore decided to develop a classification of library positions showing the different kinds of library work and the qualifications considered necessary for each kind (that is, to develop a classification plan) and also to formulate a schedule of compensation for each class of positions recognized (that is, to develop a compensation plan).¹

¹ For fuller and more accurate statements of the meaning of the terms "classification plan" and "compensation plan," see pages 4, 5, and 7, of E. O. Griffenhagen's "Classification and Compensation Plans as Tools in Personnel Administration," published by the American Management Association, 20 Vesey Street, New York City.

6. STATEMENT OF FUNDAMENTAL POLICIES

In view of the classification and compensation studies made in the public service and industry in the last fifteen years, it was possible at the outset for the Committee on the Classification of Library Personnel to lay down certain fundamental policies to guide it, its members, and its technical staff. These fundamental policies may be briefly stated as follows:

1. The classification is a classification of positions and not of persons.

2. All positions involving substantially the same kind of work are to be grouped together in the same class under a common title regardless of their geographical or department location, and neither the efficiency of the present incumbents nor any qualifications that they may happen to possess or lack nor any other facts, depending solely on their personality are to be considered in the classification of the positions.

3. The kind of work for any position is to be determined by its duties and responsibilities, the surrounding working conditions, and the organization relationships.

4. Positions are to be considered to involve "substantially the same kind of work" only when *all* of the following four requirements are met:

- (a) The same descriptive title may be used to designate the positions.
- (b) The same qualifications as to education, experience, intelligence, knowledge, ability, personal traits, and other qualifications may be demanded of incumbents.
- (c) The same tests of fitness may be used to choose qualified workers.
- (d) The same schedule of compensation may be made to apply with equity.

5. Positions as they exist and not as they might be or ought to be are to be classified and as far as possible classes are to be set up to which all existing positions can be allocated.

6. Schedules of compensation are to be developed for classes of positions and not for individual positions; such schedules of compensation are to be applicable to all positions included in the same class and hence to the incumbents of such positions.

7. The schedule of compensation for each class of positions is to provide a minimum rate, normally but not necessarily always payable on appointment; a maximum rate, to be the highest that an

employee can attain while occupying a position allocated to the class; and normally one or more intermediate rates in contemplation of a provision for advancement from the minimum rate through the intermediate rates to the maximum rate as the value of the services rendered increase, due not to change in duties but to increased usefulness owing to additional experience.

Frequently some question arises as to the policy expressed in the paragraph above numbered five. In particular, it is sometimes urged that because the organization of some library is faulty, or because the procedure for handling certain work in a particular library is not the best, or because the tasks to be performed might be distributed among the different positions so as to achieve more effective results, the classification plan developed should reflect an ideal to strive for rather than conditions as they actually exist. There are various reasons why it has seemed wiser to classify positions as they actually are than to attempt to classify them as they ought to be. The most compelling is that the staff of the Bureau of Public Personnel Administration, which has had to do a large amount of the detailed work, does not consider itself capable of determining an ideal type of library organization, even if it is admitted that all libraries of a given kind should be alike. In addition, those few classifications which have been based upon ideal rather than actual conditions have received scant consideration from administrative officers and have not proved particularly useful either in bettering conditions or in handling day to day personnel problems. In view of these and other considerations, it seemed best to the committee to adopt the policy of developing a classification plan which provides a class for every position as it actually exists and to assume that the classification plan will be modified if necessary as library administrators change the number and kinds of positions in their organizations.

7. DEFINITIONS OF CERTAIN FUNDAMENTAL TERMS

The science of personnel administration has not yet been developed to the standard where there is a universally accepted terminology. Certain conceptions are so important, however, that in a discussion such as this it seems desirable—indeed, even essential—to define a few terms so that their exact meaning as they are used in the report will be understood. The following terms are those most widely used and the definitions show the meanings which are commonly given to them, not only in this report but also in common practise:

“Position” means an office or a place of employment such that its duties are performed and its responsibilities are exercised by one person.

“Class” or “class of positions” means a group of positions so nearly alike that the same descriptive title may be used to designate them, that the same requirements as to education, experience, intelligence, knowledge, ability, and other qualifications may be demanded of incumbents, that the same tests of fitness may be used to choose qualified workers, and that the same schedule of compensation can be made to apply with equity.

“Classification plan” means a written statement setting forth in orderly fashion for each of the classes of positions:

- (a) The class title.
- (b) The definition showing the positions to be included in and the positions to be excluded from the class, supplemented where necessary by examples of typical tasks.
- (c) The qualifications considered necessary and desirable for the successful performance of the duties of any position allocated to the class.
- (d) As far as is feasible, the lines of promotion from lower classes and to higher classes.

“Schedule of compensation” or “compensation schedule” means a statement showing for a given class of positions the minimum, intermediate, and maximum rates of compensation.

“Compensation plan” means a written statement showing as a minimum a list of class titles with the compensation schedule for each class.

“Promotion” means a change of an employee from a position in a lower class to a position in a higher class for which a higher maximum rate of compensation is prescribed.

Throughout this report the terms defined above are used with the exact meanings given.

8. THE COLLECTION OF THE FACT MATERIAL

The decision of the Committee on the Classification of Library Personnel to base its findings and recommendations to the fullest extent upon facts forced at the very outset a consideration of the means of getting the necessary fact material. Experts in the classification field generally recognize the necessity, when a classification plan is to be developed, of getting detailed facts with regard to the duties and responsibilities of a sufficient number of positions to constitute a fair sample of the whole group. Such facts, moreover, must be supplemented by organization charts, statements of functions undertaken and services rendered by the organization in which the positions studied are located, and a number of other matters, including for libraries the size and nature of the book collection, the amount and sources of income, the purposes for which the funds available are spent, and the size and kind of population served.

In order to secure the necessary facts, it was decided to ask a number of selected libraries to fill out a questionnaire for each position found in these libraries. A rather detailed analysis of library tasks was made and a comprehensive questionnaire¹ prepared asking for detailed information with regard to the duties of the individual positions and also data regarding the education, experience, and qualifications of the persons holding those positions. The librarians were asked to have a questionnaire filled out, verified, and returned to the committee for each position in their respective organizations.

Naturally a number of difficulties were encountered in securing the information desired. In the end, however, detailed data for about 150 libraries including some 6000 individual positions were secured. These libraries, in the opinion of the committee, constitute a fair sample of public, state, university and college, normal school, and high school libraries, but the returns from other types of libraries were not numerous and representative enough to justify the

¹The questionnaire is not reproduced in this book but a copy, together with the printed instructions for filling it out, will be sent postpaid by the Bureau of Public Personnel Administration on receipt of six cents in postage.

committee in making the classification and compensation plans broad enough to include positions in these types of library organizations. The committee therefore decided to omit from the classification and compensation plans worked out at this time positions in special libraries and some other types of libraries; also not to attempt to provide in the classification and compensation plans for a number of the highly specialized positions in the Library of Congress, though the data supplied by this organization were very helpful in working out the classification and compensation plans proposed.

In brief, the fact data secured and used by the committee include the following:

1. Detailed information regarding 6000 positions in about 150 libraries, secured through questionnaires.
2. Additional information regarding the size and character of the book collection, the book circulation, the finances, and other related facts supplied by the heads of these libraries and by the American Library Association.
3. Data collected by other committees of the American Library Association and published statements prepared by the American Library Association and the library journals.
4. Information furnished in personal conferences by individuals and groups of individuals engaged in library work.

In addition, a considerable number of persons who have had wide experience in developing classification and compensation plans in other fields of activity gave advice and made suggestions and criticisms freely at practically every stage of the work.

9. THE DEVELOPMENT OF THE CLASSIFICATION PLAN

In developing a classification plan for a whole profession or, indeed, for all or part of the service of a city, county, state, or federal government, or for an industrial concern, a number of difficulties are encountered, even after the fact material has been obtained. The methods of dealing with some of these problems have been very well worked out; with others, however, much experimental work remains to be done. In view of this situation, it seems desirable to discuss briefly some of the difficulties encountered in developing the classification plan given in this report. The following points are discussed:

1. Determining the classes of positions to be recognized.
2. The plan of terminology for the class titles.
3. The form and scope of the definitions of the various classes.
4. The qualification requirements, including education, experience, abstract and social intelligence, knowledge of library organization, procedure, policy, aims and service, knowledge of foreign languages, and personal traits.
5. Lines of promotion.
6. The basis for allocating libraries of a given kind to grades.

The first and probably the most important problem in developing a classification plan is deciding upon the classes of positions to be recognized. Experience shows that it is impossible for different people with the same body of facts to come to exactly the same conclusions as to what classes should be set up. In general there are two groups—those who would have few classes, each to include positions varying a great deal not only as to their duties and responsibilities but also as to the character of the work, and those who would have just as many classes as are needed to meet the four requirements stated in the definition of class given above. In practice, the latter group is undoubtedly gaining the ascendancy. The reasons, moreover, are perfectly obvious. Classes which meet these requirements are the only kind that are useful in developing a compensation plan, in developing tests to select qualified employees, and in providing a terminology which is sufficiently definite for working purposes. The committee therefore determined to recognize

the classes which in its judgment are actually needed and to be governed entirely by the facts at its disposal in deciding upon such classes without being hampered by an arbitrary restriction that not more than 20 or 50 or 100 or 200 classes all told should be recognized. The list of classes given in appendix 1 appears lengthy but even so it is still incomplete; library work has become quite specialized and a large number of classes is necessary if existing conditions are to be reflected in the classification plan.¹

Following the analysis of the data at hand and the decision as to classes to be recognized, there arises the important question of the scheme of nomenclature to be used in selecting class titles. It is highly desirable that the class titles be suggestive and descriptive of the work done by the persons holding positions allocated to the various classes; that the titles be brief so that they can be used for administrative, employment, budget, and other purposes; that the titles accord as far as possible with existing practise; and that the titles to some extent at least indicate organization relationships in the larger and more complex library organizations.

It is naturally impossible to meet fully all these requirements in deciding upon a scheme of nomenclature. As many as twenty-five different titles, for example, were found in use to designate positions the duties of which are substantially similar. An example of the existing confusion is the following list of titles used to

¹It cannot be pointed out too frequently or too emphatically that no attempt has been made to have the classification plan outlined in appendix 1 reflect a model or even a usual type of organization. The purpose throughout the study has been to provide a class in the classification plan to which every position actually found to exist can be fairly allocated. Quite frequently it has appeared to the staff of the Bureau of Public Personnel Administration that in a particular library more effective and more economical administration might be secured if there were more or fewer positions of a given kind and if the duties attached to some of the existing positions were distributed in a different fashion. This feeling, however, has not been allowed to show itself in the classification plan proposed; that is based upon positions as they were actually found to exist in 1924. If at any time existing types of library organization are changed so that classes of positions as defined in this report are no longer needed or if new classes are required, the classification plan should be changed accordingly.

It should be pointed out, too, that the classification plan outlined in appendix 1 appears to be more complex than it really is because it provides a place for practically every position in numerous libraries of different types. The lists given in appendix 2 show that the number of classes of positions occurring in an individual library is only a fraction of the total number listed in appendix 1.

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designate some 84 positions which have been tentatively classified as Senior Reference Assistant:

| Existing title | Number of positions |
|---|---------------------|
| Senior reference assistant..... | 15 |
| Reference assistant | 10 |
| Senior assistant | 10 |
| Assistant | 9 |
| Senior library assistant..... | 7 |
| First assistant | 4 |
| Junior assistant | 5 |
| Cataloger | 3 |
| Night assistant | 3 |
| Junior library assistant..... | 2 |
| Assistant in charge of maps..... | 1 |
| Sunday assistant | 1 |
| Principal reference librarian..... | 1 |
| Shelflister and classifier..... | 1 |
| Senior document assistant..... | 1 |
| Woman's study room attendant..... | 1 |
| Assistant cataloger | 1 |
| Principal assistant in art room..... | 1 |
| Periodicals reference assistant..... | 1 |
| Classifier and reference assistant..... | 1 |
| Desk assistant | 1 |
| Maps cataloger | 1 |
| Document cataloger | 1 |
| Head assistant in documents..... | 1 |
| Substitute | 1 |
| Business librarian | 1 |
| Total | 84 |

The scheme of nomenclature recommended by the Bureau of Public Personnel Administration is indicated in the titles. The salient features may be stated as follows:

1. The relative rank of classes of positions in a given library is indicated by descriptive adjectives, such as "junior" "senior," "special," and "supervising."

2. Where there are supervisory positions in different libraries whose duties are of the same nature but which vary as to the degree of responsibility exercised (such as the head of a small cataloging department in one library and the head of a much larger cataloging department in another library), the main part of the title is exactly the same but the difference in responsibility is indicated by a supplementary designation (for example, Chief of Catalog Department, Grade 1 and Chief of Catalog Department, Grade 2). It should be noted, however, that the last two words of such titles are needed only when the scheme as a whole is presented and may be dropped for actual working purposes within any library.

3. The word "Librarian" is reserved as a part of the title for those positions whose incumbents act as the head (or assistant to the head) of a geographically separated library unit (such as a public library, a college library, a branch library, or a school library).

4. The organization relationships are indicated by making all or part of the name of the department a part of the title for many of the classes of positions found in the larger libraries where there is a relatively fine division of labor and considerable specialization (for example, Senior Circulation Assistant and Senior Assistant, Work with Children).

The whole scheme of nomenclature is believed to be so simple as readily to be comprehended. The terms have been so selected as to involve relatively few changes in the best existing terminology. Some changes of course are necessary if a considered plan of naming positions is to be substituted for the existing confusion. In particular, such established terms as "Reference Librarian" and "Children's Librarian" had to be given up to meet the third requirement above; such terms as "Substitute" had to be eliminated as being an indication of status rather than duties; and the term "Supervising Assistant" is used as more suggestive, descriptive, and definite than the common "First Assistant." The plan proposed is not regarded as the final word but is submitted as something tentative which should be improved at those points where it is weak. Attention is called to the tremendous importance of having short descriptive titles which can be used for administrative, employment, and budget purposes; comparatively few people ever look further into the duties and responsibilities of a position than the title itself and if this is vague, ambiguous, or misleading a corresponding impression results.

In defining the classes of positions it is important that two requirements be met—the definition should indicate with the greatest possible clearness what positions are to be included in and excluded from the class, and should also picture clearly to the professional librarian and concretely to the layman the nature of the work done by those holding positions allocated to the class. In order to meet both of these requirements, it is usually necessary to divide the statement into two parts, the first corresponding to the definition of a word given in an unabridged dictionary and the second corresponding to the examples following the definition.

It would be too much to claim that the definitions of the classes are the best possible. They have been worked out with considerable care and have been submitted to librarians and others for criticisms. There will often be doubt, nevertheless, whether a given position, constituting what is often referred to as "a borderline case," belongs, for example, in the senior or special rank. Experience with

these class specifications will undoubtedly show too that in some cases the proper line of demarcation between classes has not been discovered or that the wording is not such as to make the meaning unmistakable. In giving examples of typical tasks only those kinds of work have been mentioned which are common to a considerable percentage of the positions tentatively allocated to the class; those librarians who have gone over the class specifications point out that many of these tasks ought not to be performed by employees holding positions of that particular rank but it has seemed wise on the whole to stick to the existing facts as furnished through the questionnaires rather than to attempt to decide what are proper and improper tasks for an individual whose position is allocated to a given class.

Whatever their shortcomings, the statements of duties and the examples of typical tasks have the virtue of a considerable body of facts behind them. When it comes to the qualification statements, however, the situation is much less definite and concrete. The tables in appendix 3 of this report indicate the extreme diversity of the education, library training, and library experience of almost a thousand library workers performing the same tasks. One of three things is evident—either library administrators have not yet discovered what combinations of education, library training, and library experience are necessary for the successful performance of these kinds of library work; or, having discovered such facts, they have not been able to secure employees with the education, library training, or library experience they consider desirable; or for a given kind of work there is more than one combination of education, library training, and library experience which fits different individuals to perform their duties efficiently. With regard to other kinds of qualifications, the situation is even more confusing. Apparently little conscious attention has been paid to abstract and social intelligence; considerable emphasis has been placed upon purely personal traits, but no satisfactory methods of measuring such traits have been evolved; ability to operate the typewriter has been expected of high grade library workers who at best are indifferent typists and whose compensation in any case is too high to justify their employment in typing work; and the formulation of the amount and kind of knowledge to be required has been to a very large extent neglected. Under the circumstances it has been impossible for the Bureau of Public Personnel Administration, acting

as the technical staff for the committee, to make any statement of minimum and additional desirable qualifications which is more than an intelligent surmise. The existing practise has, as far as possible, been observed and analyzed; the opinions of presumably competent persons both inside and outside the library profession have been obtained; some experimental work has been done; and recourse has been had to some principles which have obtained a reasonable degree of recognition among educators and librarians. It is clearly recognized, however, that the qualifications which are a part of the specifications for the various classes of positions are in the nature of opinions rather than final statements.

An inspection of the specifications for the various classes of library positions as given in appendix 6 of this report will make evident the plan which was followed in stating qualification requirements. For each class of positions the minimum qualifications which are considered essential for the successful performance of the duties of any position allocated to the class are stated; following this for most classes is a list of additional qualifications considered desirable, though not to be absolutely required. In general the qualifications set forth, either specifically or in general terms, the requirements with regard to the following:

1. Education.
2. Library training.
3. Library experience.
4. Abstract intelligence.
5. Social intelligence.¹
6. Knowledge of library organization and work (general and special).
7. Personal traits.
8. Other qualifications.

As has always been the case when the development of a classification plan has been attempted, certain desirable traits which are common but by no means universal are taken for granted and are never stated in the qualification requirements. Among these are such qualifications as honesty, industry, sobriety, and a sense of order.

¹By abstract intelligence is meant the ability to make adjustments to new situations involving abstract ideas; it is measured with some degree of accuracy by the army alpha intelligence tests, the Otis intelligence tests, and other tests devised for the purpose. By social intelligence is meant the ability to make adjustments to new situations involving contact with other people; as yet no measure of social intelligence as accurate as the army alpha tests in measuring abstract intelligence have been devised.

It is only fair to state some of the considerations which governed the staff of the Bureau of Public Personnel Administration in formulating the qualifications for the various classes of positions. After consulting at length with numerous librarians and others, including the members of the Committee on the Classification of Library Personnel, it was decided that for most classes of positions different combinations of education, library training, and library experience should be regarded as satisfactory. This accords both with existing practise and with the beliefs, based upon observation and experience, of a large number of leaders in the library profession who have given conscious thought to the subject. A smaller proportion were inclined, for the professional classes of positions, to prescribe a hard and fast requirement that graduation from a university or college be required and that no equivalent be accepted; those who held to this opinion, when confronted with the facts, were outnumbered in every gathering where the subject was discussed, except as to professional positions in university and college libraries. The minority may of course be right in its stand on this matter, as minorities often are; nevertheless the committee felt that inasmuch as many persons who are not college graduates actually are filling important library posts with apparent success, and the majority of professional library workers are against making a college degree an absolute requirement for most classes of library positions, it would not be wise or expedient to write such a requirement into the qualification statements except for certain classes of positions.

In this connection it should be pointed out that no claim is made that the different combinations of education, library training, and library experience enumerated in the various class specifications are exactly or even approximately equivalent. It may be seriously questioned, in fact, whether any two combinations ever can be equivalent or, indeed, whether any two persons attending the same university or college during the same years and taking the same courses from the same instructors have an equivalent education. There will inevitably be differences in the mental equipment, the interests, the industry, and the aptitude of these two students which make their college educations, obtained apparently under identical conditions, quite different things. What is claimed is that each of the combinations enumerated represents the education,

library training, and library experience of a sufficiently large number of individuals performing with apparent success the kind of work defined to indicate that such a combination does afford a fair prediction of probable success. Whatever may be the opinions or beliefs of others, the staff of the Bureau of Public Personnel Administration does not consider it possible to decide on theoretical grounds that any particular combination of education, library training, and library experience should be required for any class of library workers when a great deal of experience indicates that persons with other combinations succeed. More particularly, the wisdom of requiring an excessive amount of formal education seems doubtful in view of the high abstract intelligence of those doing library work and the highly educational nature of the work itself.

The statements in the qualification requirements for the various classes dealing with knowledge of library organization, procedure, policy, aims, and service, with personal traits, and with social intelligence represent little more than guesses based upon such facts as could be gleaned from the questionnaires, from conferences with librarians and others, and from an analysis of library work. So little conscious attention has been given to these things that there is no recognized terminology, as far as the staff of the Bureau of Public Personnel Administration is aware, for conveying even the rather inexact ideas that have to be expressed. It is recognized that the requirements as stated are unfortunately general and vague.

The requirements with regard to knowledge of foreign languages written into the qualification statements are lower than, in the opinion of most of the librarians consulted, is desirable. These relatively low requirements (they seem to the staff of the Bureau of Public Personnel Administration rather high) result not from any feeling that a knowledge of foreign languages is not desirable in library work but rather from a feeling that other knowledge may be even more desirable. The race has accumulated so much information that it is beyond possibility even for a genius to become master of all of it; and those whose talents fall short of genius must pick and choose with some care. Library work from its nature is such that almost any information the library worker may happen to possess is likely to be of use at some time or, indeed, to be helpful in the performance of the daily tasks. If a large proportion of the

time library workers spend in school is to be given to a study of foreign languages, other subjects must be neglected, since the whole field of human knowledge cannot be covered. In the opinion of the staff of the Bureau of Public Personnel Administration, librarians as a group have emphasized a knowledge of foreign languages at the expense of even an elementary knowledge of the physical and social sciences which are inextricably bound up with many of the important things in our modern civilization. Examples could be cited of library workers able to read several foreign languages and familiar to some extent with the literature in those languages who know practically nothing of economics, statistics, psychology, biology, physics, and chemistry; for example, the library profession as a whole seems largely ignorant of the recent developments in intelligence tests which bid fair to revolutionize our conceptions of ourselves and which have already found an important place in educational practise and in other phases of modern life. It seems unquestionable that those who advocate high requirements as to reading knowledge of modern foreign languages and the literature in those languages have not proved their case, as they often assume, when they have shown that such knowledge has some value; they need to show also that such knowledge is of greater value than other kinds of knowledge and that it can be obtained without making it unlikely that these other kinds of knowledge will be almost or completely neglected. It is realized, however, that the situation is involved, since a knowledge of foreign languages is essential in working with certain library tools and certain groups of the population; in many college and university libraries, moreover, a very large part of the library material is in foreign languages. The qualification statements represent the extent to which the staff of the Bureau of Public Personnel Administration considers knowledge of library administration and subject matter may properly be sacrificed for the sake of proficiency in foreign languages.

From the outset it was considered desirable to include in the qualification statements standards with regard to abstract intelligence. Few reliable data with regard to the abstract intelligence of library workers were available when the study began. Therefore it was decided to carry on some experimental work. The experiments and the results are described in the following chapter of this report.

Another troublesome problem is finding a basis for determining the grade to which the position held by the chief librarian or by the

chief of a department shall be allocated. It must be evident even to the uninformed that the person at the head of a catalog department with a staff of three full time assistants exercises quite different responsibilities from the chief of a catalog department in a larger library who has a staff equivalent to thirty full time assistants; likewise that the person acting as chief librarian in a public library with a staff of eight, an annual budget of \$12,500, a book collection of 35,000, and an annual book circulation of 95,000 exercises quite different responsibilities from the head of a public library with a staff of 200, an annual budget of \$300,000, a book collection of 375,000, and an annual book circulation of approximately 2,000,000.

After careful consideration of the subject and consultation with numerous librarians and others, it seemed advisable to make the size and character of the staff the sole basis for determining the grade of the chief position in circulation, catalog, reference, and other departments and in branches and some other units. Working out the proper classification of libraries has proved to be extremely troublesome and has been accomplished with a reasonable degree of satisfaction only for public libraries. For the purpose of the class specifications for Chief Librarian in the various classes of public libraries as given in appendix 6, the classification included in the preliminary report of the Committee on Schemes of Library Service, which is printed in full as appendix 7, has been accepted by the staff of the Bureau of Public Personnel Administration, though the qualification requirements are not always in accord with the committee's recommendations and the salaries recommended by the Bureau likewise vary somewhat from those set forth in the committee's report. For other types of libraries—high school, normal school, college, university, and state—no satisfactory standards have been developed and the size and character of the staff is for the time being taken as the sole basis for the various classes. At this point, however, attention is called to the fact that the classes of high school, normal school, college, university, and state libraries should be based upon a number of factors analogous to but not identical with those set forth for public libraries in the preliminary report of the Committee on Schemes of Library Service.

The data furnished on the questionnaires indicate that library workers, particularly in the lower ranks, change from one kind of specialized work to another with considerable freedom. In many cases such changes represent tremendous losses; the library worker,

for example, who has qualified herself to do high class work with children through study and experience and who transfers to branch or reference work with adults must throw away much of the knowledge acquired in the course of years. To the staff of the Bureau of Public Personnel Administration it has seemed that many other shifts in the kinds of library work performed entail considerable, even though smaller, losses. In view of the frequent changes from one kind of specialized work to another made by library workers, it was considered unwise to attempt at this time to specify even the principal lines of promotion to and from the various classes.

10. THE ABSTRACT INTELLIGENCE OF LIBRARY WORKERS

Since 1917 numerous tests for determining abstract intelligence have been devised. It was found, however, that practically no reliable data were available with regard to the abstract intelligence of library workers. The committee regarded the determination and stating of levels of abstract intelligence as so important that arrangements were made with a number of libraries to give the army alpha intelligence tests to all or part of their staffs. The scores made by 296 library workers comprising all or parts of the staffs of eight large and medium size libraries and the students in two library training schools were distributed as shown in the following table (the highest possible score, 212, has been made by only one of the two million or more persons who have taken the army alpha tests) :

| Army alpha scores | Number of individuals |
|-------------------------------------|--------------------------|
| 195-199..... | 4 |
| 190-194..... | 3 |
| 185-189..... | 8 |
| 180-184..... | 7 |
| 175-179..... | 13 |
| 170-174..... | 14 |
| 165-169..... | 27 |
| 160-164..... | 16 |
| 155-159..... | 24 |
| 150-154..... | 19 |
| 145-149..... | 16 |
| 140-144..... | 14 |
| 135-139..... | 12 |
| 130-134..... | 20 |
| 125-129..... | 14 |
| 120-124..... | 16 |
| 115-119..... | 11 |
| 110-114..... | 10 |
| 105-109..... | 6 |
| 100-104..... | 7 |
| 95- 99..... | 9 |
| 90- 94..... | 9 |
| 85- 89..... | 7 |
| 80- 84..... | 4 |
| 75- 79..... | 3 |
| 70- 74..... | 1 |
| 65- 69..... | 2 |
| Median score | 146 |
| Middle 50 per cent..... | 122 to 165 |
| Per cent making A and B grades..... | 86 |

The high level of abstract intelligence among library workers can be judged from the fact that the median score of the whole white population is only 63, as against 146 for the library groups tested. Comparisons with highly selected professions and with university, college, and normal school students also show that librarians rank high in abstract intelligence.

A particularly valuable comparison, since most library workers are women, is with women students in colleges and normal schools. Following is a table showing the distribution of army alpha scores and certain other significant facts for 2659 women:

| | Median | Lower quar- title | Upper quar- title | %A grades | % A and B grades | Number of women |
|---|--------|-------------------------|-------------------------|--------------|------------------------|-----------------------|
| Colorado College | 142 | 125 | 156 | 61.2 | 89.8 | 178 |
| Univ. of Minnesota, Freshmen. | 128 | 109 | 145 | 40.3 | 78.8 | 354 |
| Univ. of North Dakota | 129 | 107 | 153 | 44.0 | 77.0 | 117 |
| State Teachers College, Colo- rado | 122 | 100 | 141 | 32.4 | 75.8 | 266 |
| Univ. of Idaho..... | 117 | 99 | 139 | 29.8 | 68.6 | 169 |
| Thirteen other colleges com- bined | 126 | 106 | 142 | 38.8 | 75.8 | 1,575 |

11. THE DEVISING AND USE OF TESTS FOR MEASURING QUALIFICATIONS

The statements of minimum and additional desirable qualifications for the various classes of positions as given in appendix 6 presuppose that tests have been or will be devised to determine, first, whether a person seeking appointment to a position of a given class possesses the minimum qualifications necessary and, second, the relative excellence of those who meet the minimum requirements. It need hardly be pointed out that librarians concerned with personnel matters in choosing persons for appointment to library positions have always had more or less definite standards in mind and have used formal or informal tests in making their choices. The qualification statements, however, are believed to be more definite than those generally set up by individual librarians for their own use and they probably make more evident the need of standardized tests for the measurement of the qualifications specified.

For some of the qualifications the measuring problem is relatively easy. This is true in those cases where a definite kind and amount of education, library training, or library experience is specified; even there, however, difficulty is encountered in securing the facts to determine definitely the character of an educational course and, of course, differences of opinion prevail as to what may be called "successful" experience and whether a given library is one "using modern methods." Likewise for abstract intelligence there are a number of tests which give fairly reliable and comparable results.

For most of the qualifications listed as necessary or desirable, it must be confessed that at the present time there is no generally accepted measuring device and certainly nothing worthy to be called standardized tests. Practically all librarians are agreed that any person originally appointed to a position in a library should have a good deal of book knowledge, that this knowledge should become more extensive and more definite through the experience gained, and that anybody promoted to a higher post should have an increasingly wide fund of book knowledge. The staff of the Bureau of Public Personnel Administration was unable to learn,

however, that librarians have any definite standards relating to book knowledge which are comparable to such a standard as "abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests"; or that there are any generally accepted tests to measure book knowledge to determine whether it measures up to such standards as library administrators have in mind.

Book knowledge, it will be recognized, is one of those things for which definite standards and definite tests can be devised. Not as much can be said for the measurement of some of the other qualifications. There is little hope, for example, that in the immediate future, at any rate, it will be possible to specify with any definiteness what constitutes "pleasing personal appearance" or "a pleasant voice."

Between the extremes mentioned above, there are many gradations. It is the opinion of the staff of the Bureau of Public Personnel Administration that at the present stage of personnel administration it is perfectly possible, by making use of the experience which has already been accumulated and by doing considerable experimental work, not only to formulate standards for most of the qualifications specified for the various classes of library positions which will be accepted by librarians themselves but also to devise tests which will determine much more accurately than has been the case in the past whether a given individual measures up to the minimum requirements or the extent to which he goes beyond such requirements. Developing such standards and tests is not a simple task which should be undertaken lightly with the idea that it can be carried to completion in a short time. As a matter of fact, the best thought of the leaders in the library profession and of persons skilled in developing and devising tests will be necessary for some years in establishing the standards and developing suitable tests. The acceptance of the classification plan will carry with it as a necessary corollary the undertaking of such work if its full benefits are to be realized. Librarians for the present must of course continue to measure as accurately as possible the qualifications of those they appoint or promote, using written tests in some cases and in others relying upon their estimates of individuals following inquiries and interviews; it is hardly conceivable, however, that they can long remain content with the unreliable and otherwise imperfect measuring devices now available.

12. THE DEVELOPMENT OF THE COMPENSATION PLAN

Many attempts have been made both in the public service and in industry to develop a compensation plan for large numbers of positions. A great deal of experimental work has been done in developing the principles which ought to be observed and in applying these principles to concrete situations. It must be admitted, however, that the development of a compensation plan, while it may be based upon principles accepted as scientific, is as yet far from an exact procedure. Those who have given most thought to the subject are generally agreed that among the factors to be considered in fixing rates of pay for any class of positions are the following:

1. The character of the duties performed.
2. The amount of supervisory, research, or other responsibility carried.
3. The extent to which incumbents are responsible for determining matters of policy.
4. The existing rates of pay.
5. The social worth of the work.
6. The opportunity or lack of opportunity for promotion.
7. The value of the work in preparing for more lucrative employment in other fields.
8. The hazards of the occupation.
9. The requirements in the way of education, technical training, experience, and knowledge of the occupation or profession.
10. The desirability or undesirability of the work and the regard in which it is held by the general public.
11. The requirements as to fixity or change of abode.
12. The conditions under which the work is performed, including hours, vacations, and working quarters.
13. The compensation for other groups doing similar or comparable work.
14. The cost of living according to the standards generally observed or expected.

Nobody, however, has ever seriously attempted, except on a very small scale for a part of some trade or occupation, to determine what weight each of these and other factors should receive in arriving

at the compensation for any class or group, and certainly no mathematical formula has been evolved which makes it possible for different people to take the same set of facts and arrive at the same conclusion as to just rates of compensation. In the end any schedules of compensation evolved in the present state of our knowledge must represent the more or less arbitrary judgment of some individual or group, even when such factors as those mentioned above are taken into consideration.

The compensation schedules proposed for the various classes of library positions are subject to all the limitations stated and implied above. At best, they represent the disinterested judgment of the staff of the Bureau of Public Personnel Administration as to what it would be fair for the library profession to set forth to the public as its present conception of proper rates of compensation for library workers under present conditions. Unfortunately these schedules can and will be unfavorably criticized from many angles. Those library workers who have secured the most favorable consideration in the way of compensation will certainly feel that many of the rates are too low. Others who have not been so fairly treated will consider that many of the rates are so much above those prevailing at present as to be fantastically high. Some library administrators will regard the rates as so low as to hamper them in securing appropriations, while other of their colleagues will hesitate to submit such high salaries for the serious consideration of their governing bodies. Arguments which deserve serious consideration can unquestionably be advanced to show that the proposed levels of compensation should be revised upward or downward, that some of the rates are too high or too low in their relation to others, or that individual rates should be raised or lowered.

The manner of arriving at the various rates of pay is obviously too complex and too technical to be presented with any degree of completeness in a report like this. It seems desirable, however, to explain briefly how the rates were arrived at. In this compensation study as well as in others carried on in recent years, there are a few so-called "key" rates which serve as a basis for all of the others. The three important "key" rates are as follows:

1. The \$1200 beginning rate for Junior Assistants. This is the rate which to a considerable extent determines the caliber of the majority of those who enter library work. This rate was decided upon after considering the factors enumerated above and after consultation with many leaders in the

library profession. It is considerably above the entrance rate now commonly paid in most libraries but does not seem to the staff of the Bureau of Public Personnel Administration nor to the leaders in the library profession too much to ask for adults, frequently living away from home, who are required to be of a high mental type and who are expected to be self-supporting economic units of society.

2. The \$1980 maximum rate for Senior Assistants. This is the rate which determines to a considerable extent the caliber of the people who will be retained in library work, as it is the point above which most of those in the library profession at any given time cannot go owing to the fact that the number of higher positions carrying higher rates of pay is limited. This rate likewise was fixed upon only after consideration of the factors mentioned above and after consultation with many leaders in the library profession. It is above the analogous rates commonly paid at the present time but below the cost of living as generally calculated for those who are expected to observe the standards of living expected of library workers.

3. The \$10,000 rate which is the highest sum specifically mentioned for any class of positions. This rate is of some importance because, taken in connection with the \$1980 maximum rate for Senior Assistants, it determines the range into which the rates for all supervisory classes of positions from the highest to the lowest must be crowded.

A fourth rate of almost equal importance is the \$1620 beginning rate for Senior Assistants; this represents the amount recommended for the college graduate who has had no experience other than such as may be secured in vacations during the college course or as a part of the technical training during the college course. On the basis of the data obtained, this appears to be approximately the amount which the college graduate with technical training but without experience may obtain in other professions.

When these three or four rates have been fixed, the maximum and minimum rates for all other classes of positions have also been determined within relatively narrow limits because of the relationship that exists between the duties and responsibilities of positions allocated to the other classes of positions.

In this connection it should be pointed out that the recommended schedules of compensation are believed to represent more closely the relative worth of the various kinds of library work than they do the absolute worth. In other words, it would be possible to choose different "key" rates, either higher or lower, so as to fix higher or lower compensation levels and to retain without material change the relative rates for the various classes of positions. As a matter of fact, it is suggested that such a course be followed in individual libraries that are unable to obtain funds for the payment of rates as

high as those recommended; also that in those favored communities where it is possible to secure sufficient funds that the "key" rates be placed at what may be considered higher appropriate levels.

The compensation schedules, like the classification plan, should not be regarded as a final piece of work, seldom or never to be altered. At best the schedules proposed represent a considered judgment as to proper rates of pay for various classes of library workers at the present time; even though some may consider the levels so high as to represent ideal conditions, a considerable element of expediency inevitably was involved in fixing the "key" rates. The staff of the Bureau of Public Personnel Administration urges that the Committee on the Classification of Library Personnel and library workers in general bear in mind that the different levels and even the rates for individual classes or for groups of classes can and should be moved up or down from time to time in view of the changing standards of the library profession, in view of changing employment and economic conditions, and in view of the discovery of faulty appraisals and conclusions. Experience in other fields, where more or less scientific classification and compensation plans have been put into effect, justifies the confident belief that the proposed compensation levels and rates will from time to time be altered because of such considerations.

The proposed method of administering the compensation plan is given in some detail in appendix 4. The essence of the scheme of administration is that the new appointee normally (though not necessarily always) will begin at the minimum rate; will, without a change of duties sufficient to cause a change in class, be advanced to one after another of the intermediate rates as he or she gains in usefulness due to experience; and will, after attaining the maximum, advance no further without a change in duties sufficient to constitute a change in class and in effect a promotion. This is the generally accepted method of administration wherever there are compensation plans with any claim to a scientific basis. Additional adjustments of course are necessary when a new compensation plan is put into effect, since some of the employees will be below the minimum, above the maximum, or between the minimum and maximum but at none of the intermediate rates. These various possibilities are also covered in the proposed rules of administration given in appendix 4.

One of the matters carefully considered was the desirability or undesirability of working out compensation differentials for different sections of the country because of differences in the cost and standard of living. The decision on this point was that it would be unwise even to suggest such a differential. The governing considerations were as follows:

1. It is an exceedingly difficult matter to determine with any degree of accuracy the cost of living in any large number of localities; there are no reliable up-to-date figures available except for a small number of the larger cities.

2. The available data on the cost of living indicate that the differences are not so great as is commonly supposed and that the cost of living is not closely related to the size of cities.

3. Even if it were possible to secure reliable up-to-date data on the cost of living for the cities in which libraries are located, it would be a formidable task to keep these figures up-to-date, to make the application in view of the standards of living of various groups of library employees, and to make adjustments in the differentials as changes in the cost and standards of living occur.

4. The proposed rates are so much above existing rates for all except a limited number of libraries that any geographical differentials based upon differences in the cost and standards of living are not at present of consequence.

5. Quite frequently professionally trained library workers are averse to leaving the larger centers of population and, if any difference in compensation prevails, must be paid higher rates as an inducement to go to the smaller cities where the cost of living is supposed to be relatively low.

13. THE PERFECTING, ADOPTION, MAINTENANCE, AND ADMINISTRATION OF THE PROPOSED CLASSI- FICATION AND COMPENSATION PLANS

The need for further work in developing the proposed classification and compensation plans must be obvious to any person who gives them study. There are many gaps to be filled; in particular, classes should be set up and defined for positions of such character that there is only one in a given library and for groups of positions in libraries with a unique or peculiar type of organization. No satisfactory standards for use in allocating state, normal school, high school, and other types of libraries to the appropriate class have been developed and undoubtedly work still remains to be done in perfecting the standards for public libraries. The classification plan at least—and possibly also the compensation plan—should be extended to provide for the engineering, printing, bindery, janitor, and other staffs not engaged in library work proper but necessary for the maintenance and operation of large library plants.

At the risk of being considered repetitious, it seems worth while at this point too to point out that no classification or compensation plan can ever properly be regarded as a finished product. The classification plan may at a given time be as nearly perfect as human ingenuity can make it but within a period of a few months some library will develop a new type of organization calling for a different method of allocating duties to individual positions and this in turn will involve changes in the classification plan if it is to fit new conditions. As will readily be recognized, one good type of organization is determined by the work to be done and the conditions under which it is to be performed; the classification plan should be changed to fit the type of organization found effective and should never under any circumstances determine the type of organization. Likewise the compensation plan may at a given time be as nearly perfect as careful study by librarians and others can make it, but changing economic conditions within a few years or a few months may make it impossible to secure or retain competent employees at the rates provided or changes in the ideals and standards of the library profession may make it desirable to raise or lower the rates for

particular classes of positions. The aim, therefore, should be to make the classification and compensation plans as good as is humanly possible at any given time and to provide the means for amending them as experience is accumulated and as economic, employment, and library conditions change. It is for this reason that the creation of a small permanent committee of the American Library Association to perfect the classification and compensation plans and to suggest additions and amendments when conditions change is recommended.

The adoption and administration of classification and compensation plans in any particular library inevitably involves a number of difficulties. The period of adjustment while changes are being made is bound to be a trying one even when the old conditions are recognized as bad and the new conditions are recognized as good. It has, therefore, been considered advisable to suggest definite rules for adopting, applying, and administering the classification and compensation plans in individual libraries. These rules, it is believed, show with considerable definiteness the points to be covered and set forth one method of meeting each problem as it arises. It is hardly to be expected, however, that the rules as formulated can be put into effect in any library without change; the relationship of the head of the library to his staff and to his governing board, for example, varies a great deal and changes in the proposed rules would necessarily have to be made in view of the relationship that actually exists. Likewise changes relating to other matters would generally be necessary in the case of the individual library. The rules set forth what is generally regarded as the best practise that has yet been evolved and it is hoped they will afford a basis for drafting definite rules for individual libraries.

APPENDIX 1

OUTLINE OF THE PROPOSED CLASSIFICATION AND COMPENSATION PLANS, SHOWING A LIST OF PRO- POSED CLASSES OF LIBRARY POSITIONS WITH THE COMPENSATION SCHEDULE RECOMMENDED FOR EACH (THE CLASSES ARE ARRANGED SCHE- MATICALLY ACCORDING TO THE KIND OF WORK)¹

CIRCULATION DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Junior Circulation Assistant..... | \$1200 | 1320 | 1440 | 1560 |
| Senior Circulation Assistant..... | 1620 | 1740 | 1860 | 1980 |
| Investigator of Lost and Overdue Books..... | 1620 | 1740 | 1860 | 1980 |
| Information Assistant | 1980 | 2040 | 2160 | |
| Special Circulation Assistant..... | 2040 | 2160 | 2280 | |
| Supervising Circulation Assistant..... | 2040 | 2160 | 2280 | |
| Assistant Chief of Circulation Department..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Circulation Department, Grade 1 (2 to 4 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Circulation Department, Grade 2 (5 to 10 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Circulation Department, Grade 3 (11 to 20 full time assistants)..... | 2400 | 2580 | 2760 | 2940 |
| Chief of Circulation Department, Grade 4 (21 to 30 full time assistants)..... | 2700 | 2880 | 3060 | 3240 |
| Chief of Circulation Department, Grade 5 (31 to 50 full time assistants)..... | 2940 | 3180 | 3420 | 3660 |

¹In appendix 1 only the class title and the recommended schedule of compensation and, in the case of some supervisory classes of positions, some of the required standards are indicated. The complete specifications for the various classes, as far as they have been worked out, are given in appendix 6 in the alphabetical order of the titles. The standards for determining the various grades of supervisory positions, as far as they have been developed, are included in part in the class specifications or, for the classes of chief librarians of public libraries, in the preliminary report of the Committee on Schemes of Library Service given in appendix 7; it should be understood that where such parenthetical expressions as "4 to 6 full time assistants" are given along with the title of the class in this appendix there may be and often are other requirements, such as that some of the assistants shall be of a particular grade or rank or, in the case of Chief Librarian of a public library, that certain requirements as to budget, book collection, and type of organization be met. In other words, the list given in appendix 1 is merely an outline which does not necessarily contain all the significant facts; frequent reference to the complete class specifications or to the report of the Committee on Schemes of Library Service is advised.

PERIODICAL DEPARTMENT

| | | | | |
|---|--------|------|------|------|
| Senior Periodical Assistant..... | \$1620 | 1740 | 1860 | 1980 |
| Supervising Periodical Assistant..... | 2040 | 2160 | | |
| Chief of Periodical Department, Grade 1 (2 to 4 full time assistants)..... | 1920 | 2040 | | |
| Chief of Periodical Department, Grade 2 (5 to 10 full time assistants)..... | 2100 | 2220 | | |
| Chief of Periodical Department, Grade 3 (11 to 20 full time assistants)..... | 2280 | 2400 | | |

CATALOG DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Junior Catalog Assistant..... | \$1200 | 1320 | 1440 | 1560 |
| Cataloger-Typist | 1200 | 1320 | 1440 | 1560 |
| Cataloger | 1740 | 1860 | 1980 | 2100 |
| Senior Catalog Assistant..... | 1620 | 1740 | 1860 | 1980 |
| Special Catalog Assistant..... | 2040 | 2160 | 2280 | |
| Reviser | 2040 | 2160 | 2280 | 2400 |
| Classifier | 2040 | 2160 | 2280 | 2400 |
| Supervising Catalog Assistant..... | 2040 | 2160 | 2280 | |
| Junior Catalog Specialist, Civics | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Economics | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, History | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Physics and Chemistry .. | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Biology | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Mathematics | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Philosophy | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Religion | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, English Literature | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Philology | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Technology | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Fine Arts | 2040 | 2220 | 2400 | 2580 |
| Junior Catalog Specialist, Music ¹ | 2040 | 2220 | 2400 | 2580 |
| Senior Catalog Specialist (specialties as for Junior) ¹ | 2580 | 2760 | 2820 | 3000 |
| Chief Catalog Specialist (specialties as for Junior) ¹ | 3300 | 3540 | 3780 | 4020 |
| Assistant Chief of Catalog Department..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Catalog Department, Grade 1 (2 to 4 full time assistants) | 2040 | 2160 | 2280 | 2400 |
| Chief of Catalog Department, Grade 2 (5 to 7 full time assistants) | 2280 | 2400 | 2520 | 2640 |
| Chief of Catalog Department, Grade 3 (8 to 12 full time assistants) | 2400 | 2580 | 2760 | 2940 |
| Chief of Catalog Department, Grade 4 (13 to 19 full time assistants)..... | 2700 | 2880 | 3060 | 3240 |
| Chief of Catalog Department, Grade 5 (20 or more full time assistants)..... | 3000 | 3240 | 3480 | 3720 |
| Chief of Catalog Department, Grade 6 (25 or more full time assistants)..... | 3600 | 3900 | 4200 | 4500 |

OPEN SHELF DEPARTMENT

| | | | | |
|---|--------|------|------|------|
| Junior Reference Assistant..... | \$1200 | 1320 | 1440 | 1560 |
| Supervising Assistant, Open Shelf Department... | 2040 | 2160 | 2280 | |
| Chief of Open Shelf Department, Grade 1 (2 to 4 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |

¹ No attempt is made to list all the specialties for Junior, Senior, and Chief Catalog Specialists.

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| | | | | |
|--|--------|------|------|------|
| Chief of Open Shelf Department, Grade 2 (5 to 10 full time assistants) | \$2280 | 2400 | 2520 | 2640 |
| Chief of Open Shelf Department, Grade 3 (11 to 20 full time assistants)..... | 2400 | 2580 | 2760 | 2940 |

REFERENCE DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Senior Reference Assistant..... | \$1620 | 1740 | 1860 | 1980 |
| Special Reference Assistant..... | 2040 | 2160 | 2280 | |
| Supervising Reference Assistant..... | 2040 | 2160 | 2280 | |
| Senior Reference Assistant, History..... | 1620 | 1740 | 1860 | 1980 |
| Special Reference Assistant, History..... | 2040 | 2160 | 2280 | |
| Supervising Reference Assistant, History..... | 2040 | 2160 | 2280 | |
| Chief of History Division (4 or more full time assistants) | 2340 | 2460 | 2580 | 2700 |
| Senior Reference Assistant, Social Sciences..... | 1620 | 1740 | 1860 | 1980 |
| Special Reference Assistant, Social Sciences..... | 2040 | 2160 | 2280 | |
| Supervising Reference Assistant, Social Sciences.. | 2040 | 2160 | 2280 | |
| Chief of Social Science Division (4 or more full time assistants) ¹ | 2340 | 2460 | 2580 | 2700 |
| Junior Reference Specialist, Civics | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Economics | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, History | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Physics and Chemistry | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Biology | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Mathematics | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Philosophy | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Religion | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, English Literature ... | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Philology | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Technology | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Fine Arts | 2040 | 2220 | 2400 | 2580 |
| Junior Reference Specialist, Music ² | 2040 | 2220 | 2400 | 2580 |
| Senior Reference Specialist (specialties as for Junior) ² | 2580 | 2760 | 2820 | 3000 |
| Chief Reference Specialist (specialties as for Junior) ² | 3300 | 3540 | 3780 | 4020 |
| Chief of Reference Department, Grade 1 (2 or 3 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Reference Department, Grade 2 (4 to 6 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Reference Department, Grade 3 (7 or more full time assistants)..... | 2400 | 2580 | 2760 | 2940 |
| Chief of Reference Department, Grade 4 (10 or more full time assistants)..... | 2700 | 2880 | 3060 | 3240 |
| Chief of Reference Department, Grade 5 (12 or more full time assistants)..... | 3000 | 3240 | 3480 | 3720 |
| Chief of Reference Department, Grade 6 (15 or more full time assistants)..... | 3600 | 3900 | 4200 | 4500 |

¹ No attempt is made to list all the classes of Reference Assistants and Division Chiefs who specialize in some field of knowledge.

² No attempt is made to list all the specialties for Junior, Senior, and Chief Reference Specialists.

TECHNOLOGY DEPARTMENT OR DIVISION

| | | | | |
|---|--------|------|------|------|
| Senior Assistant, Technology Department or Division | \$1620 | 1740 | 1860 | 1980 |
| Special Assistant, Technology Department or Division | 2040 | 2160 | 2280 | |
| Supervising Assistant, Technology Department or Division | 2040 | 2160 | 2280 | |
| Chief of Technology Department or Division, Grade 1 (2 or 3 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Technology Department or Division, Grade 2 (4 to 6 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Technology Department or Division, Grade 3 (7 or more full time assistants)..... | 2400 | 2580 | 2760 | 2940 |

ART DEPARTMENT OR DIVISION

| | | | | |
|--|--------|------|------|------|
| Senior Assistant, Art Department or Division.... | \$1620 | 1740 | 1860 | 1980 |
| Special Assistant, Art Department or Division.... | 2040 | 2160 | 2280 | |
| Supervising Assistant, Art Department or Division | 2040 | 2160 | 2280 | |
| Chief of Art Department or Division, Grade 1 (2 or 3 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Art Department or Division, Grade 2 (4 to 6 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Art Department or Division, Grade 3 (7 or more full time assistants)..... | 2400 | 2580 | 2760 | 2940 |

MUSIC DEPARTMENT OR DIVISION

| | | | | |
|--|--------|------|------|------|
| Senior Assistant, Music Department or Division. | \$1620 | 1740 | 1860 | 1980 |
| Special Assistant, Music Department or Division. | 2040 | 2160 | 2280 | |
| Supervising Assistant, Music Department or Division | 2040 | 2160 | 2280 | |
| Chief of Music Department or Division, Grade 1 (2 or 3 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Music Department or Division, Grade 2 (4 to 6 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Music Department or Division, Grade 3 (7 or more full time assistants)..... | 2400 | 2580 | 2760 | 2940 |

ORDER DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Junior Order Assistant..... | \$1200 | 1320 | 1440 | 1560 |
| Senior Order Assistant..... | 1620 | 1740 | 1860 | 1980 |
| Supervising Order Assistant..... | 2040 | 2160 | 2280 | |
| Assistant Chief of Order Department..... | 2400 | 2580 | 2760 | 2940 |
| Chief of Order Department, Grade 1 (not more than 3 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Order Department, Grade 2 (4 or 5 full time assistants) | 2280 | 2400 | 2520 | 2640 |
| Chief of Order Department, Grade 3 (6 to 8 full time assistants) | 2400 | 2580 | 2760 | 2940 |
| Chief of Order Department, Grade 4 (9 to 12 full time assistants) | 2700 | 2880 | 3060 | 3240 |
| Chief of Order Department, Grade 5 (13 or more full time assistants)..... | 3000 | 3240 | 3480 | 3720 |

WORK WITH CHILDREN

| | | | | |
|--|--------|------|------|------|
| Junior Assistant, Work with Children..... | \$1200 | 1320 | 1440 | 1560 |
| Senior Assistant, Work with Children..... | 1620 | 1740 | 1860 | 1980 |
| Special Assistant, Work with Children..... | 2040 | 2160 | 2280 | |
| Supervising Assistant, Work with Children..... | 2040 | 2160 | 2280 | |
| Chief of Children's Room, Grade 1 (2 to 4 full time assistants) | 2040 | 2160 | 2280 | 2400 |
| Chief of Children's Room, Grade 2 (5 to 7 full time assistants) | 2280 | 2400 | 2520 | 2640 |
| Chief of Children's Room, Grade 3 (8 to 12 full time assistants) | 2400 | 2580 | 2760 | 2940 |
| Chief of Children's Room, Grade 4 (13 or more full time assistants)..... | 2700 | 2880 | 3060 | 3240 |
| Assistant Superintendent of Work with Children. | 2280 | 2400 | 2520 | 2640 |
| Superintendent of Work with Children, Grade 1 (10 to 14 full time employees)..... | 2520 | 2700 | 2880 | |
| Superintendent of Work with Children, Grade 2 (15 to 24 full time employees)..... | 2760 | 2940 | 3120 | |
| Superintendent of Work with Children, Grade 3 (25 to 34 full time employees)..... | 3000 | 3240 | 3480 | |
| Superintendent of Work with Children, Grade 4 (35 to 49 full time employees)..... | 3300 | 3540 | 3780 | |
| Superintendent of Work with Children, Grade 5 (50 to 69 full time employees)..... | 3720 | 3960 | 4200 | |
| Superintendent of Work with Children, Grade 6 (70 to 100 full time employees)..... | 3900 | 4200 | 4500 | 4800 |

SCHOOL WORK

| | | | | |
|---|--------|-----------|------|------|
| Senior Assistant, School Work..... | \$1620 | 1740 | 1860 | 1980 |
| Special Assistant, School Work..... | 2040 | 2160 | 2280 | |
| Supervising Assistant, School Work..... | 2040 | 2160 | 2280 | |
| School Librarian, Grade 1..... | | Part time | | |
| School Librarian, Grade 2 (no full time assistant). | 1680 | 1800 | 1920 | 2040 |
| School Librarian, Grade 3 ($\frac{1}{2}$ to 2 full time assistants) | 1860 | 1980 | 2100 | 2220 |
| School Librarian, Grade 4 (2 or 3 full time assistants) | 2040 | 2160 | 2280 | 2400 |
| School Librarian, Grade 5 (4 or 5 full time assistants) | 2160 | 2280 | 2400 | 2520 |
| School Librarian, Grade 6 (6 or more full time assistants) | 2400 | 2520 | 2640 | 2760 |
| Superintendent of School Work, Grade 1 (10 to 14 full time employees)..... | 2520 | 2700 | 2880 | |
| Superintendent of School Work, Grade 2 (15 to 24 full time employees)..... | 2760 | 2940 | 3120 | |
| Superintendent of School Work, Grade 3 (25 to 34 full time employees)..... | 3000 | 3240 | 3480 | |
| Superintendent of School Work, Grade 4 (35 to 49 full time employees)..... | 3300 | 3540 | 3780 | |
| Superintendent of School Work, Grade 5 (50 to 69 full time employees)..... | 3720 | 3960 | 4200 | |
| Superintendent of School Work, Grade 6 (70 to 100 full time employees)..... | 3900 | 4200 | 4500 | 4800 |

BRANCH AND STATION WORK

| | | | | |
|--|--------|-----------|------|------|
| Junior Delivery Assistant..... | \$1200 | 1320 | 1440 | 1560 |
| Senior Delivery Assistant..... | 1620 | 1740 | 1860 | 1980 |
| Supervising Delivery Assistant..... | 2040 | 2160 | 2280 | |
| Branch Librarian, Grade 1..... | | Part time | | |
| Branch Librarian, Grade 2 (no full time assistant). | 1680 | 1800 | 1920 | 2040 |
| Branch Librarian, Grade 3 ($\frac{1}{2}$ to 2 full time assistants) | 2040 | 2160 | 2280 | 2400 |
| Branch Librarian, Grade 4 (3 to 5 full time assistants) | 2160 | 2340 | 2520 | 2700 |
| Branch Librarian, Grade 5 (6 to 9 full time assistants) | 2400 | 2580 | 2760 | 2940 |
| Branch Librarian, Grade 6 (10 to 14 full time assistants) | 2700 | 2880 | 3060 | 3240 |
| Branch Librarian, Grade 7 (15 or more full time assistants) | 3000 | 3180 | 3360 | 3540 |
| Superintendent of Branch and Station Work, Grade 1 (15 to 24 employees in the branch system) | 2520 | 2700 | 2880 | |
| Superintendent of Branch and Station Work, Grade 2 (25 to 39 employees in the branch system) | 2760 | 2940 | 3120 | |
| Superintendent of Branch and Station Work, Grade 3 (40 to 59 employees in the branch system) | 3000 | 3240 | 3480 | |
| Superintendent of Branch and Station Work, Grade 4 (60 to 99 employees in the branch system) | 3300 | 3540 | 3780 | |
| Superintendent of Branch and Station Work, Grade 5 (100 to 174 employees in the branch system) | 3720 | 3960 | 4200 | |
| Superintendent of Branch and Station Work, Grade 6 (175 to 300 employees in the branch system) | 3900 | 4200 | 4500 | 4800 |

EXTENSION WORK

| | | | | |
|---|--------|------|------|------|
| Senior Assistant, Extension Work..... | \$1620 | 1740 | 1860 | 1980 |
| Special Assistant, Extension Work..... | 2040 | 2160 | 2280 | |
| Supervising Assistant, Extension Work..... | 2040 | 2160 | 2280 | |
| Book Wagon Assistant..... | 1200 | 1320 | 1440 | 1560 |
| Book Wagon Supervisor..... | 2040 | 2160 | 2280 | |
| Chief of Extension Work, Grade 1 (2 to 4 full time assistants) | 2040 | 2160 | 2280 | 2400 |
| Chief of Extension Work, Grade 2 (5 to 7 full time assistants) | 2280 | 2400 | 2520 | 2640 |
| Chief of Extension Work, Grade 3 (8 to 12 full time assistants) | 2400 | 2580 | 2760 | 2940 |

PUBLICATION DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Senior Publication Assistant..... | \$1620 | 1740 | 1860 | 1980 |
| Supervising Publication Assistant..... | 2040 | 2160 | 2280 | |
| Chief of Publication Department, Grade 1 (2 to 4 full time assistants)..... | 2040 | 2160 | 2280 | 2400 |
| Chief of Publication Department, Grade 2 (5 to 7 full time assistants)..... | 2280 | 2400 | 2520 | 2640 |
| Chief of Publication Department, Grade 3 (8 to 12 full time assistants)..... | 2400 | 2580 | 2760 | 2940 |

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DEPARTMENT FOR THE BLIND

| | | | | |
|--|--------|------|------|------|
| Assistant, Department for the Blind..... | \$1620 | 1740 | 1860 | 1980 |
| Chief of Department for the Blind..... | 2040 | 2160 | 2280 | 2400 |

TRAINING CLASS DEPARTMENT

| | | | | |
|--|--------|------|------|------|
| Training Class Assistant..... | \$1620 | 1740 | 1860 | 1980 |
| Director of Training Class, Grade 1..... | 2040 | 2160 | 2280 | 2400 |
| Director of Training Class, Grade 2..... | 2400 | 2580 | 2760 | 2940 |

MISCELLANEOUS

| | | | | |
|---|------------------|------|------|------|
| Junior Page | Prevailing rates | | | |
| Senior Page | Prevailing rates | | | |
| Junior Aid | \$ 900 | 960 | | |
| Senior Aid | 1020 | 1080 | 1140 | |
| Assistant Supervisor of Aids and Pages..... | 1200 | 1320 | 1440 | |
| Supervisor of Aids and Pages, Grade 1..... | 1620 | 1740 | 1860 | |
| Supervisor of Aids and Pages, Grade 2..... | 1860 | 1980 | 2100 | |
| Junior General Assistant..... | 1200 | 1320 | 1440 | 1560 |
| Senior General Assistant..... | 1620 | 1740 | 1860 | 1980 |
| Supervising General Assistant..... | 2040 | 2160 | 2280 | |

ADMINISTRATIVE CLERICAL STAFF¹

| | |
|---------------------------------------|--|
| Messenger | |
| Junior Clerk | |
| Senior Clerk | |
| Supervising Clerk | |
| Junior Typist | |
| Senior Typist | |
| Junior Stenographer-Clerk | |
| Senior Stenographer-Clerk | |
| Secretary to the Chief Librarian..... | |
| Junior Account Clerk..... | |
| Senior Account Clerk..... | |
| Principal Account Clerk..... | |
| Multigraph Operator | |
| Telephone Operator | |
| Checkroom Attendant | |
| Chauffeur | |

ENGINEERING, BINDERY, AND JANITOR STAFFS

Positions in these groups have not been classified.

RESEARCH SPECIALISTS IN LIBRARY ADMINISTRATION

| | |
|--|-------------|
| Junior Research Specialist in Library Administration | \$3000 |
| Senior Research Specialist in Library Administration | 4500 |
| Chief Research Specialist in Library Administration | 6000 and up |

¹ Schedules of compensation are not given for administrative staff classes of positions.

HIGH SCHOOL LIBRARIANS

| | | | | | |
|---|-----------|------|------|------|--|
| High School Librarian, Grade 1..... | Part time | | | | |
| High School Librarian, Grade 2 (no full time assistant) | \$1800 | 1920 | 2040 | 2160 | |
| High School Librarian, Grade 3 ($\frac{1}{2}$ to 2 full time assistants) | 1980 | 2100 | 2220 | 2340 | |
| High School Librarian, Grade 4 (3 or 4 full time assistants) | 2160 | 2280 | 2400 | 2520 | |
| High School Librarian, Grade 5 (4 or 5 full time assistants) | 2340 | 2520 | 2700 | | |
| High School Librarian, Grade 6 (6 or more full time assistants) | 2460 | 2640 | 2820 | 3000 | |

NORMAL SCHOOL CHIEF LIBRARIANS

| | | | | | |
|--|-----------|------|------|------|--|
| Chief Librarian, Class 1 Normal School Library. | Part time | | | | |
| Chief Librarian, Class 2 Normal School Library (no full time assistant)..... | \$1860 | 1980 | 2100 | 2220 | |
| Chief Librarian, Class 3 Normal School Library ($\frac{1}{2}$ to 2 full time assistants)..... | 2100 | 2280 | 2460 | 2640 | |
| Chief Librarian, Class 4 Normal School Library (2 or 3 full time assistants)..... | 2280 | 2460 | 2640 | 2820 | |
| Chief Librarian, Class 5 Normal School Library (4 or 5 full time assistants)..... | 2520 | 2700 | 2880 | 3060 | |
| Chief Librarian, Class 6 Normal School Library (6 or more full time assistants)..... | 2760 | 2940 | 3120 | 3300 | |
| Chief Librarian, Class 7 Normal School Library (10 or more full time assistants)..... | 3000 | 3240 | 3480 | 3720 | |

COLLEGE AND UNIVERSITY ASSISTANT LIBRARIANS

| | | | | | |
|---|--------|------|------|------|--|
| Assistant Librarian, Class 8 College or University Library | \$2400 | 2640 | 2880 | 3120 | |
| Assistant Librarian, Class 9 College or University Library | 3000 | 3240 | 3480 | 3720 | |
| Assistant Librarian, Class 10 College or University Library | 3600 | 3900 | 4200 | 4500 | |
| Assistant Librarian, Class 11 College or University Library | 4500 | 4800 | 5100 | 5400 | |

COLLEGE AND UNIVERSITY CHIEF LIBRARIANS

| | | | | | |
|--|-----------|------|------|------|--|
| Chief Librarian, Class 1 College or University Library | Part time | | | | |
| Chief Librarian, Class 2 College or University Library (no full time assistant)..... | \$1860 | 1980 | 2100 | 2220 | |
| Chief Librarian, Class 3 College or University Library ($\frac{1}{2}$ to 2 full time assistants)..... | 2100 | 2280 | 2460 | 2640 | |
| Chief Librarian, Class 4 College or University Library (2 or 3 full time assistants)..... | 2400 | 2580 | 2760 | 2940 | |
| Chief Librarian, Class 5 College or University Library (4 or 5 full time assistants)..... | 2700 | 2880 | 2940 | 3120 | |
| Chief Librarian, Class 6 College or University Library (6 or more full time assistants)..... | 3000 | 3240 | 3480 | 3720 | |
| Chief Librarian, Class 7 College or University Library (10 or more full time employees)..... | 3600 | 3900 | 4200 | 4500 | |

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| | | | | |
|---|--------|--------|------|------|
| Chief Librarian, Class 8 College or University Library (15 or more full time employees)..... | \$4200 | 4500 | 4800 | 5100 |
| Chief Librarian, Class 9 College or University Library (25 or more full time employees)..... | 5100 | 5400 | 5700 | 6000 |
| Chief Librarian, Class 10 College or University Library (40 or more full time employees)..... | 6000 | and up | | |
| Chief Librarian, Class 11 College or University Library (65 or more full time employees)..... | 7500 | and up | | |

STATE LIBRARY ASSISTANT LIBRARIANS

| | | | | |
|--|--------|------|------|------|
| Assistant Librarian, Class 8 State Library..... | \$2400 | 2640 | 2880 | 3120 |
| Assistant Librarian, Class 9 State Library..... | 3000 | 3240 | 3480 | 3720 |
| Assistant Librarian, Class 10 State Library..... | 3600 | 3900 | 4200 | 4500 |
| Assistant Librarian, Class 11 State Library..... | 4500 | 4800 | 5100 | 5400 |

STATE LIBRARY CHIEF LIBRARIANS

| | | | | |
|---|-----------|--------|------|------|
| Chief Librarian, Class 1 State Library..... | Part time | | | |
| Chief Librarian, Class 2 State Library (no full time assistant) | \$1860 | 1980 | 2100 | 2220 |
| Chief Librarian, Class 3 State Library ($\frac{1}{2}$ to 2 full time assistants) | 2100 | 2280 | 2460 | 2640 |
| Chief Librarian, Class 4 State Library (2 or 3 full time assistants) | 2400 | 2580 | 2760 | 2940 |
| Chief Librarian, Class 5 State Library (4 or 5 full time assistants) | 2700 | 2880 | 2940 | 3120 |
| Chief Librarian, Class 6 State Library (6 or more time assistants) | 3000 | 3240 | 3480 | 3720 |
| Chief Librarian, Class 7 State Library (10 or more full time employees)..... | 3600 | 3900 | 4200 | 4500 |
| Chief Librarian, Class 8 State Library (15 or more full time employees)..... | 4200 | 4500 | 4800 | 5100 |
| Chief Librarian, Class 9 State Library (20 or more full time employees)..... | 5100 | 5400 | 5700 | 6000 |
| Chief Librarian, Class 10 State Library (30 or more full time employees)..... | 6000 | and up | | |
| Chief Librarian, Class 11 State Library (50 or more full time employees)..... | 7500 | and up | | |

PUBLIC LIBRARY ASSISTANT LIBRARIANS

| | | | | |
|---|--------|------|------|------|
| Assistant Librarian, Class 9 Public Library..... | \$2400 | 2640 | 2880 | 3120 |
| Assistant Librarian, Class 10 Public Library..... | 3000 | 3240 | 3480 | 3720 |
| Assistant Librarian, Class 11 Public Library..... | 3600 | 3900 | 4200 | 4500 |
| Assistant Librarian, Class 12 Public Library..... | 4200 | 4500 | 4800 | 5100 |
| Assistant Librarian, Class 13 Public Library..... | 4800 | 5100 | 5400 | 5700 |
| Assistant Librarian, Class 14 Public Library..... | 5100 | 5400 | 5700 | 6000 |

PUBLIC LIBRARY CHIEF LIBRARIANS

| | | | | |
|--|-----------|------|------|------|
| Chief Librarian, Class 1 Public Library..... | Part time | | | |
| Chief Librarian, Class 2 Public Library (no full time assistant) | \$1440 | 1560 | 1680 | |
| Chief Librarian, Class 3 Public Library (no full time assistant) | 1620 | 1740 | 1860 | 1980 |
| Chief Librarian, Class 4 Public Library ($\frac{1}{2}$ to 2 full time assistants) | 1860 | 1980 | 2100 | 2220 |

OUTLINE OF PLANS

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| | | | | |
|--|--------|--------|------|------|
| Chief Librarian, Class 5 Public Library (3 or 4 full time assistants) | \$2160 | 2280 | 2400 | 2520 |
| Chief Librarian, Class 6 Public Library (5 to 7 full time assistants) | 2460 | 2640 | 2820 | 3000 |
| Chief Librarian, Class 7 Public Library (8 to 11 full time assistants) | 2700 | 2940 | 3180 | 3420 |
| Chief Librarian, Class 8 Public Library (12 to 29 full time employees) | 3300 | 3600 | 3900 | 4200 |
| Chief Librarian, Class 9 Public Library (30 to 59 full time employees) | 3900 | 4200 | 4500 | 4800 |
| Chief Librarian, Class 10 Public Library (60 to 124 full time employees) | 4500 | 5000 | 5500 | 6000 |
| Chief Librarian, Class 11 Public Library (125 to 249 full time employees) | 6000 | and up | | |
| Chief Librarian, Class 12 Public Library (250 to 499 full time employees) | 7500 | and up | | |
| Chief Librarian, Class 13 Public Library (500 to 799 full time employees) | 10,000 | and up | | |
| Chief Librarian, Class 14 Public Library (800 or more full time employees) | 10,000 | and up | | |

APPENDIX 2

EXISTING AND PROPOSED TITLES AND COMPENSATION FOR POSITIONS IN TYPICAL LIBRARIES¹

1—A SMALL PUBLIC LIBRARY

| Existing titles | Existing compensation | Proposed titles | Proposed compensation |
|---------------------------|-----------------------|---------------------------|-----------------------|
| Librarian | \$1500 | Chief Librarian, Class 4 | |
| Assistant Librarian | 900 | Public Library | \$1860-2220 |
| Junior Assistant | 540 | Senior General Assistant. | 1620-1980 |
| Mender (PT) | 235 | Junior General Assistant. | 1200-1560 |
| | | Junior Aid (PT)..... | |

2—A COUNTY LIBRARY

| Existing titles | Existing compensation | Proposed titles | Proposed compensation |
|---|-----------------------|--|-----------------------|
| Librarian | ... | Chief Librarian, Class 7 | |
| Vice Librarian | \$1500 | Public Library | \$2700-3420 |
| First Assistant | 1200 | Supervising General Assistant | 2040-2280 |
| School Librarian | 1100 | Book Wagon Supervisor. | 2040-2280 |
| Assistant in Children's Room (PT) | 325 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant in Children's Room and at Adult Circulation.... | 780 | Senior Assistant, Work with Children (PT)... | |
| Desk Assistant | 720 | Senior Assistant, Work with Children | 1620-1980 |
| Desk Assistant | 420 | Senior General Assistant. | 1620-1980 |
| Desk Assistant | 240 | Junior General Assistant. | 1200-1560 |
| Assistant in Cataloging..... | 180 | Junior General Assistant. | 1200-1560 |
| Half-Time Page (PT)..... | 96 | Junior Page (PT)... | Prevailing rates |
| Janitor (PT) | 60 | Janitor (PT) | |
| Charwoman (PT) | 75 | Janitress (PT) | |

¹ The tables in appendix 1 are intended primarily to show how the complete classification and compensation plans work out when applied to individual libraries of various types. It is obvious that the number of titles needed for any one library—and therefore the number of classes of positions—is much less than in the classification plan as a whole, which provides a place for every position in many libraries of different sizes, types, and forms of organization. A casual inspection of the existing and proposed compensation rates shows that the latter are very much higher than the former. In this connection, it should be pointed out that without exception the "existing" titles and rates are those of the last half of 1924, when the questionnaires furnished the Committee on the Classification of Library Personnel were filled out. Since that time there have been many changes in the organization of these libraries as well as in the duties of positions and the rates of pay; where compensation rates have changed, the adjustments have almost uniformly been upward. An effort has been made to omit any items which would make possible the easy identification of any of the libraries.

3—A PUBLIC LIBRARY IN A CITY OF APPROXIMATELY 100,000

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|--|----------------------------|--|----------------------------|
| Librarian | | Chief Librarian, Class 8 Public Library | \$3300-4200 |
| First Assistant | \$1620 | Supervising General As- sistant | 2040-2280 |
| Children's Librarian | 1380 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant in Children's Room (PT) | 240 | Senior Assistant, Work with Children (PT).... | |
| Assistant | 1020 | Senior General Assistant. | 1620-1980 |
| Assistant | 960 | Senior General Assistant. | 1620-1980 |
| Assistant (PT) | 480 | Junior General Assistant (PT) | |
| Messenger Boy (PT)..... | 264 | Senior Page (PT)...Prevailing rates | |
| Janitor | 720 | Janitor | |
| Branch Librarian | 1200 | Branch Librarian, Grade 3 | \$2040-2400 |
| Children's Librarian (PT).... | 660 | Senior Assistant, Work with Children (PT).... | |
| Assistant (PT) | 480 | Senior General Assistant (PT) | |
| Janitor | 600 | Janitor | |
| Branch Librarian (PT)..... | 720 | Branch Librarian, Grade 1 (PT) | |
| Assistant (PT) | 240 | Senior General Assistant (PT) | |
| Branch Librarian (PT)..... | 900 | Branch Librarian, Grade 1 (PT) | |
| Branch Librarian (PT)..... | 900 | Branch Librarian, Grade 1 (PT) | |
| Branch Librarian (PT)... .. | 960 | Branch Librarian, Grade 1 (PT) | |
| Branch Librarian (PT)..... | 960 | Branch Librarian, Grade 1 (PT) | |

4—A RATHER LARGE PUBLIC LIBRARY WITH UNUSUALLY HIGH
EXISTING RATES OF COMPENSATION

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|---------------------------|----------------------------|--|----------------------------|
| Librarian | | Chief Librarian, Class 11 Public Library | \$6000 and up |
| Assistant Librarian | | Assistant Librarian, Class 11 Public Library..... | 3600-4500 |

ADMINISTRATIVE CLERICAL STAFF

| | | | |
|---|--------|---|--|
| Chief Clerk and Assistant to Librarian | \$1860 | Secretary to the Chief Librarian | |
| Assistant Secretary | 1500 | Senior Stenographer- Clerk | |
| Stenographer and Typewriter. | 1320 | Junior Stenographer- Clerk | |
| Telephone Operator | 1140 | Telephone Operator | |
| Chauffeur | 1020 | Chauffeur | |

CIRCULATION DEPARTMENT

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|---|-------------------------------|---|-------------------------------|
| Chief, Circulation Department | \$2400 | Chief of Circulation Department, Grade 4 | \$2700-3240 |
| Assistant Chief, Circulation Department | 1860 | Assistant Chief of Circulation Department | 2280-2640 |
| Supervising Assistant, Circulation | 1860 | Supervising Circulation Assistant | 2040-2280 |
| Assistant in charge Stations and High Schools | 1860 | Supervising Circulation Assistant | 2040-2280 |
| Assistant in charge of Picture Division | 1680 | Supervising Circulation Assistant | 2040-2280 |
| Information Assistant, Circulation | 1680 | Information Assistant | 1920-2160 |
| Intermediate Assistant, Circulation | 1500 | Information Assistant | 1920-2160 |
| Assistant in Charge of Registration | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Senior Circulation Assistant | 1620-1980 |
| Intermediate Assistant, Circulation | 1320 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1320 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1320 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Junior Assistant, Circulation | 1140 | Junior Circulation Assistant | 1200-1560 |
| Superintendent of Pages | 1320 | Supervisor of Aids and Pages, Grade 1 | 1620-1860 |
| Assistant Superintendent of Pages | 1140 | Assistant Supervisor of Aids and pages | 1200-1440 |
| Senior Page | 900 | Senior Aid | 1020-1140 |
| Page | 660 | Senior Aid | 1020-1140 |
| Page | 660 | Junior Aid | 900- 960 |
| Page | 660 | Junior Aid | 900- 960 |
| Page | 660 | Junior Page | Prevailing rates |
| Page | 600 | Junior Page | Prevailing rates |
| Page | 576 | Junior Page | Prevailing rates |

CATALOG DEPARTMENT

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|-------------------------------------|-------------------------------|---|-------------------------------|
| Chief, Catalog Department... | \$2400 | Chief of Catalog Department, Grade 3..... | \$2400-2940 |
| Assistant Chief Cataloger..... | 1860 | Supervising Catalog Assistant | 2040-2280 |
| Senior Cataloger | 1860 | Senior Catalog Assistant. 1620-1980 | |
| Senior Cataloger | 1860 | Senior Catalog Assistant. 1620-1980 | |
| Assistant, Catalog Department. 1500 | | Senior Catalog Assistant. 1620-1980 | |
| Clerical Assistant | 1140 | Junior Catalog Assistant. 1200-1560 | |
| Page | 660 | Junior Aid | 900- 960 |
| Page (PT) | 240 | Junior Page (PT) .. | Prevailing rates |

REFERENCE DEPARTMENT

| | | | |
|---|--------|---|-------------|
| Director of Reference Work... | \$2400 | Chief of Reference Department, Grade 3..... | \$2400-2940 |
| Chief, Industrial Division... .. | 1860 | Chief of Technology Division, Grade 1..... | 2040-2400 |
| Senior Assistant, Industrial Division | 1680 | Senior Assistant, Technology Division | 1620-1980 |
| Assistant, Industrial Division.. | 1140 | Senior Assistant, Technology Division | 1620-1980 |
| Reference Librarian | 1860 | Special Reference Assistant | 2040-2280 |
| Reference Assistant | 1500 | Senior Reference Assistant | 1620-1980 |
| Reference Assistant | 1500 | Senior Reference Assistant | 1620-1980 |
| Senior Page | 900 | Senior Aid | 1020-1140 |
| Senior Page | 900 | Senior Aid | 1020-1140 |

ORDER DEPARTMENT

| | |
|--|--|
| Chief, Order and Accessions...\$1860 | Chief of Order Department, Grade 1.....\$2040-2400 |
| First Assistant, Order Division. 1680 | Senior Order Assistant... 1620-1980 |
| Order Assistant in Charge of Periodicals and Gifts | 1320 |
| Junior Assistant, Order Division | 1140 |
| Page (PT) | 240 |
| | Junior Order Assistant... 1200-1560 |
| | Junior Order Assistant... 1200-1560 |
| | Junior Page (PT) ..Prevailing rates |

WORK WITH CHILDREN AND SCHOOLS

| | |
|---|---|
| Director, Children's Work....\$3000 | Superintendent of Work with Children, Grade 2.\$2760-3120 |
| Children's Librarian | 1860 |
| Assistant Children's Librarian. 1680 | Chief of Children's Room Grade 3 |
| Reference Children's Librarian. 1500 | 2400-2940 |
| Intermediate Assistant, Children's Room | 1320 |
| Junior Assistant, Children's Room | 1140 |
| | Supervising Assistant, Work with Children... 2040-2280 |
| | Senior Assistant, Work with Children |
| | 1620-1980 |
| | Junior Assistant, Work with Children |
| | 1200-1560 |
| | Junior Assistant, Work with Children |
| | 1200-1560 |

WORK WITH CHILDREN AND SCHOOLS—CONTINUED

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|---|-------------------------------|---|-------------------------------|
| Junior Assistant, Children's Room | \$1140 | Junior Assistant, Work with Children | \$1200-1560 |
| Junior Assistant, Children's Room | 1140 | Junior Assistant, Work with Children | 1200-1560 |
| Junior Assistant, Children's Room | 960 | Junior Assistant, Work with Children | 1200-1560 |
| Page | 660 | Junior Aid | 900- 960 |
| Page | 600 | Junior Page | Prevailing rates |
| Page (PT) | 240 | Junior Page (PT) .. | Prevailing rates |
| Supervisor, School Work | 2400 | Assistant Superintendent of Work with Children. | 2280-2640 |
| First Assistant, School Division | 1680 | Supervising Assistant, School Work | 2040-2280 |
| Second Assistant, Work with Schools | 1320 | Senior Assistant, School Work | 1620-1980 |
| Junior Assistant, Work with Schools | 1020 | Junior Assistant, School Work | 1200-1560 |
| Chauffeur | 1020 | Chauffeur | |
| Senior Page | 900 | Junior Aid | 900- 960 |
| Page | 660 | Junior Aid | 900- 960 |

BRANCH WORK

| | | | |
|---|--------|--|-------------|
| Branch Librarian | \$1860 | Branch Librarian, Grade 4 | \$2160-2700 |
| Assistant Branch Librarian.... | 1680 | Supervising General Assistant | 2040-2280 |
| Children's Librarian | 1680 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant | 1140 | Junior General Assistant. | 1200-1560 |
| Assistant | 1140 | Junior General Assistant. | 1200-1560 |
| Page | 900 | Senior Aid | 1020-1140 |
| Branch Librarian | 1860 | Branch Librarian, Grade 3 | 2040-2400 |
| Assistant Branch Librarian and Children's Librarian | 1680 | Senior Assistant, Work with Children | 1620-1980 |
| Assistant | 1140 | Junior General Assistant. | 1200-1560 |

ENGINEERING, BINDERY, AND JANITOR STAFFS

Positions in these groups are not listed.

5—A RATHER LARGE PUBLIC LIBRARY

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|-----------------|-------------------------------|--|-------------------------------|
| Librarian | ... | Chief Librarian, Class 11 Public Library | \$6000 and up |

ADMINISTRATIVE AND CLERICAL STAFF

| | | | |
|--------------------------------|--------|---|-------------|
| Secretary to Librarian..... | \$1800 | Secretary to the Chief Librarian | |
| Municipal Reference Librarian. | 1860 | Junior Reference Specialist, Municipal Government | \$2040-2580 |

PROPOSED TITLES AND COMPENSATION

65

ADMINISTRATIVE AND CLERICAL STAFF—CONTINUED

| Existing titles | Existing com- pen- sation | Proposed titles | Proposed com- pen- sation |
|-------------------------------|---------------------------------|---------------------------|---------------------------------|
| Training Class Director..... | \$2440 | Director of Training | |
| Accountant | 1740 | Class, Grade 1..... | \$2040-2400 |
| | | Senior Account Clerk..... | |
| Clerical Assistant | 1080 | Senior Stenographer- | |
| Clerical Assistant, Telephone | | Clerk | |
| Operator | 900 | Telephone Operator | |
| Clerical Assistant | 840 | Multigraph Operator | |
| Page | 600 | Senior Aid | 1020-1140 |
| Clerical Assistant (PT)..... | 455.20 | Junior Clerk (PT)..... | |
| Checkroom Attendant | 840 | Checkroom Attendant .. | |
| | | Checkroom Attendant | |
| Page (PT) | 360 | (PT) | |

CIRCULATION DEPARTMENT

| | | | |
|---|----------|---|------------------|
| Head, Circulation Department. | \$2280 | Chief of Circulation De- partment, Grade 4.... | \$2700-3240 |
| First Assistant Circulation De- partment | 1620 | Supervising Circulation | |
| | | Assistant | 2040-2280 |
| Head, Music Division..... | 1560 | Special Circulation Assis- tant | 2040-2280 |
| Assistant-Senior | 1500 | Special Circulation Assis- tant | 2040-2280 |
| Assistant-Senior | 1500 | Senior Circulation Assis- tant | 1620-1980 |
| Assistant-Senior | 1440 | Senior Circulation Assis- tant | 1620-1980 |
| Assistant-Senior | 1380 | Senior Circulation Assis- tant | 1620-1980 |
| Assistant-Senior (PT)..... | 1120.44 | Senior Circulation Assis- tant (PT) | |
| Assistant-Senior | 1080 | Senior Circulation Assis- tant | 1620-1980 |
| Assistant-Senior (PT) | 950 | Senior Circulation Assis- tant (PT) | |
| Assistant-Junior | 900 | Senior Circulation Assis- tant | 1620-1980 |
| Assistant-Junior | 960 | Junior Circulation Assis- tant | 1200-1560 |
| Assistant-Junior | 900 | Junior Circulation Assis- tant | 1200-1560 |
| Assistant-Junior | 900 | Junior Circulation Assis- tant | 1200-1560 |
| Substitute | 40c hour | Junior Circulation Assis- tant (PT) | |
| Clerical Assistant | 780 | Junior Typist | |
| Clerical Assistant | 780 | Junior Typist | |
| | | Supervisor of Aids and | |
| Page Head | 900 | Pages, Grade 1..... | 1620-1860 |
| Page | 720 | Junior Aid | 900- 960 |
| Page | 600 | Junior Aid | 900- 960 |
| Page | 600 | Junior Aid | 900- 960 |
| Page | 600 | Junior Aid | 900- 960 |
| Page | 540 | Junior Aid | 900- 960 |
| Page | 540 | Junior Aid | 900- 960 |
| Page | 600 | Junior Page | Prevailing rates |
| Page (PT) | 300 | Junior Page (PT) | Prevailing rates |

66 CLASSIFICATION AND COMPENSATION PLANS

PERIODICAL DEPARTMENT

| Existing titles | Existing compensation | Proposed titles | Proposed compensation |
|------------------------------|-----------------------|---|-----------------------|
| Head, Periodical Department. | \$1740 | Chief of Periodical Department, Grade 1.... | \$1920-2040 |
| Clerical Assistant | 840 | Junior Aid | 900-960 |
| Page | 540 | Junior Aid | 900-960 |
| Substitute (PT) | 450 | Junior Aid (PT)..... | |

CATALOG DEPARTMENT

| | | | |
|---|--------|---|-------------|
| Head, Catalogue Department. | \$2160 | Chief of Catalog Department, Grade 4..... | \$2700-3240 |
| First Assistant, Catalog Department | 1680 | Supervising Catalog Assistant | 2040-2280 |
| Assistant-Senior | 1500 | Special Catalog Assistant. | 2040-2280 |
| Assistant-Senior | 1500 | Senior General Assistant. | 1620-1980 |
| Assistant-Senior | 1440 | Senior Catalog Assistant. | 1620-1980 |
| Assistant-Senior | 1380 | Senior Catalog Assistant. | 1620-1980 |
| Assistant-Senior | 1320 | Senior Catalog Assistant. | 1620-1980 |
| Assistant-Senior | 1080 | Senior Catalog Assistant. | 1620-1980 |
| Assistant-Junior | 1080 | Senior Catalog Assistant. | 1620-1980 |
| Clerical Assistant | 1080 | Junior Catalog Assistant. | 1200-1560 |
| Clerical Assistant | 840 | Junior Catalog Assistant. | 1200-1560 |
| Clerical Assistant | 900 | Cataloger-Typist | 1200-1560 |
| Page | 600 | Junior Aid | 900- 960 |
| Page | 540 | Junior Aid | 900- 960 |
| Page | 540 | Junior Aid | 900- 960 |

REFERENCE DEPARTMENT

| | | | |
|---|----------|--|------------------|
| Head, Reference Department. | \$2340 | Chief of Reference Department, Grade 4.... | \$2700-3240 |
| First Assistant, Reference Department | 1740 | Supervising Reference Assistant | 2040-2280 |
| Head of Art Division..... | 1680 | Supervising Assistant, Art Division | 2040-2280 |
| Substitute (PT) | 275 | Special Reference Assistant | 2040-2280 |
| Assistant-Senior | 1560 | Senior Reference Assistant, Art | 1620-1980 |
| Assistant-Senior | 1320 | Senior Reference Assistant | 1620-1980 |
| Assistant-Senior | 1320 | Senior Reference Assistant | 1620-1980 |
| Assistant-Senior | 1200 | Senior Reference Assistant (PT) | |
| Substitute (PT) | 95 | Senior Reference Assistant, Art (PT)..... | |
| Page | 540 | Junior Aid | 900- 960 |
| Page (PT) | 400 | Junior Page (PT).. | Prevailing rates |
| Page (PT) | 30c hour | Junior Page (PT).. | Prevailing rates |

TECHNOLOGY DEPARTMENT

| | | | |
|------------------------------|--------|--|-------------|
| Head, Technical Department.. | \$2100 | Chief of Technology Department, Grade 1.... | \$2040-2400 |
| Assistant-Senior | 1500 | Senior Assistant, Technology Department ... | 1620-1980 |
| Assistant-Senior | 1080 | Senior Aid | 1020-1140 |
| Page (PT) | 720 | Senior Assistant, Technology Department (PT) | |
| Page (PT) | 200 | Junior Aid (PT)..... | |

PROPOSED TITLES AND COMPENSATION

67

ORDER DEPARTMENT

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|--|-------------------------------|---|-------------------------------|
| Head, Order Department..... | \$1920 | Chief of Order Department, Grade 3..... | \$2400-2940 |
| Assistant-Senior | 1380 | Supervising Order Assistant | 2040-2280 |
| Assistant-Junior | 1080 | Senior Order Assistant... | 1620-1980 |
| Assistant-Senior | 1080 | Junior Order Assistant... | 1200-1560 |
| Clerical Assistant, Mending Department | 780 | Junior Aid | 900- 960 |
| Mender | 720 | Junior Aid | 900- 960 |
| Page | 600 | Junior Aid | 900- 960 |
| Mender | 600 | Junior Page | Prevailing rates |

WORK WITH CHILDREN

| | | | |
|-----------------------------|--------|--|-------------|
| Head, Children's Department | \$1920 | Chief of Children's Room, Grade 2 | \$2280-2640 |
| Assistant-Senior | 1440 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant-Senior | 1140 | Senior Assistant, Work with Children | 1620-1980 |
| Assistant-Senior | 1080 | Senior Assistant, Work with Children | 1620-1980 |
| Assistant-Junior | 900 | Junior Assistant, Work with Children | 1200-1560 |
| Page | 720 | Senior Aid | 1020-1140 |
| Page | 720 | Senior Aid | 1020-1140 |

SCHOOL WORK

| | | | |
|--|-----------|---|------------------|
| Head, School Department..... | \$2220 | Superintendent of School Work, Grade 3..... | \$3000-3480 |
| First Assistant, School Department | 1620 | Supervising Assistant, School Work | 2040-2280 |
| Assistant-Senior | 1320 | Senior Assistant, School Work | 1620-1980 |
| Assistant-Senior | 1320 | Senior Assistant, School Work | 1620-1980 |
| Assistant-Senior | 1080 | Senior Assistant, School Work | 1620-1980 |
| Assistant-Junior | 1080 | Junior Delivery Assistant. | 1200-1560 |
| Clerical Assistant | 810 | Junior Delivery Assistant. | 1200-1560 |
| Page | 720 | Junior Delivery Assistant. | 1200-1560 |
| Page | 600 | Junior Page | Prevailing rates |
| Page (PT) | .25c hour | Junior Delivery Assistant (PT) | Prevailing rates |
| Page (PT) | .25c hour | Junior Page (PT) | Prevailing rates |
| Librarian | 1740 | School Librarian, Grade 3. | 1860-2220 |
| Clerical Assistant | 900 | Junior General Assistant. | 1200-1560 |
| Page (PT) | .25c hour | Junior Page (PT) | Prevailing rates |
| Librarian | 1740 | School Librarian, Grade 3. | 1860-2220 |
| Clerical Assistant | 900 | Junior General Assistant. | 1200-1560 |
| Page (PT) | .25c hour | Senior Page (PT) | Prevailing rates |
| Page (PT) | .25c hour | Senior Page (PT) | Prevailing rates |
| Page (PT) | .25c hour | Junior Page (PT) | Prevailing rates |

68 CLASSIFICATION AND COMPENSATION PLANS

SCHOOL WORK—CONTINUED

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|--------------------------|-------------------------------|----------------------------|-------------------------------|
| Librarian | \$1740 | School Librarian Grade 3. | \$1860-2220 |
| Clerical Assistant | 840 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 25c hour | Senior Page (PT).. | Prevailing rates |
| Page (PT) | 25c hour | Senior Page (PT).. | Prevailing rates |
| Librarian | 1620 | School Librarian, Grade 3. | 1860-2220 |
| Clerical Assistant | 840 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 25c hour | Senior Page (PT).. | Prevailing rates |
| Librarian | 1740 | School Librarian, Grade 2. | 1680-2040 |
| Page (PT) | 30c hour | Junior Aid (PT)... | Prevailing rates |
| Librarian | 1620 | School Librarian, Grade 2. | 1680-2040 |
| Page (PT) | 25c hour | Senior Page (PT).. | Prevailing rates |
| Page (PT) | 25c hour | Senior Page (PT).. | Prevailing rates |
| Librarian | 1440 | School Librarian, Grade 2. | 1680-2040 |
| Librarian | 1500 | School Librarian, Grade 2. | 1680-2040 |

BRANCH AND STATION WORK

| | | | |
|---|----------|--|------------------|
| Supervisor | \$2460 | Superintendent of Branch and Station Work, Grade 4 | \$3300-3780 |
| Head, Division Stations..... | 1620 | Supervising Assistant, Ex- tension Work | 2040-2400 |
| Page | 600 | Junior Delivery Assistant. | 1200-1560 |
| Substitute (PT) | 144 | Junior General Assistant (PT) | |
| Janitress (PT) | 28 | Janitor (PT) | |
| Head, Division Book Wagon.. | 1560 | Book Wagon Supervisor. | 2040-2280 |
| Page | 600 | Book Wagon Assistant.. | 1200-1560 |
| First Assistant, Branch Depart- ment | 1680 | Supervising Delivery As- sistant | 2040-2280 |
| Assistant-Senior | 1380 | Senior Delivery Assistant. | 1620-1980 |
| Assistant-Senior (PT)..... | 1056 | Senior Delivery Assistant (PT) | |
| Clerical Assistant | 840 | Junior Delivery Assistant. | 1200-1560 |
| Page | 720 | Senior Aid | 1020-1140 |
| Page | 720 | Junior Aid | 900- 960 |
| Branch Librarian | 1740 | Branch Librarian, Grade 4. | 2160-2700 |
| Assistant-Senior | 1560 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant-Senior | 1080 | Senior General Assistant. | 1620-1980 |
| Assistant-Junior | 900 | Junior General Assistant. | 1200-1560 |
| Page | 720 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 30c hour | Junior Aid (PT)... | Prevailing rates |
| Janitor | 1080 | Janitor | |
| Branch Librarian | 1560 | Branch Librarian, Grade 4. | 2160-2700 |
| Assistant-Senior | 1440 | Supervising Assistant, Work with Children... | 2040-2280 |
| Assistant-Senior | 1080 | Junior General Assistant. | 1200-1560 |
| Assistant-Junior | 960 | Junior General Assistant. | 1200-1560 |
| Page | 660 | Junior General Assistant. | 1200-1560 |
| Janitor (PT) | 540 | Janitor (PT) | |
| Branch Librarian | 1740 | Branch Librarian, Grade 4. | 2160-2700 |

BRANCH AND STATION WORK—CONTINUED

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|------------------------|-------------------------------|---|-------------------------------|
| Assistant-Senior | \$1440 | Supervising Assistant, Work with Children... | \$2040-2280 |
| Assistant-Senior | 1500 | Senior General Assistant. | 1620-1980 |
| Assistant-Junior | 960 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 30c hour | Junior General Assistant (PT) | |
| Page (PT) | 30c hour | Senior Aid (PT)..... | |
| Janitor | 1080 | Janitor | |
| Branch Librarian | 1740 | Branch Librarian, Grade 4. | 2160-2700 |
| Assistant-Senior | 1380 | Senior Assistant, Work with Children | 1620-1980 |
| Assistant-Senior | 1080 | Senior General Assistant. | 1620-1980 |
| Page | 720 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 360 | Senior Aid (PT)..... | |
| Janitor | 1080 | Janitor | |
| Branch Librarian | 1500 | Branch Librarian, Grade 4. | 2160-2700 |
| Assistant-Senior | 1380 | Senior Assistant, Work with Children | 1620-1980 |
| Assistant-Senior | 1140 | Senior General Assistant. | 1620-1980 |
| Page | 540 | Senior Aid | 1020-1140 |
| Page (PT) | 30c hour | Senior Aid (PT)..... | |
| Janitor | 960 | Janitor | |
| Branch Librarian | 1560 | Branch Librarian, Grade 3. | 2040-2400 |
| Assistant-Senior | 1320 | Senior General Assistant. | 1620-1980 |
| Page | 720 | Junior General Assistant. | 1200-1560 |
| Janitress | 540 | Janitress | |
| Branch Librarian | 1560 | Branch Librarian, Grade 3. | 2040-2400 |
| Assistant-Senior | 1260 | Senior General Assistant. | 1620-1980 |
| Page | 540 | Senior Aid | 1020-1140 |
| Janitor (PT) | 240 | Janitor (PT) | |
| Branch Librarian | 1500 | Branch Librarian, Grade 3. | 2040-2400 |
| Assistant-Senior | 1380 | Senior Assistant, Work with Children | 1620-1980 |
| Page | 540 | Junior General Assistant. | 1200-1560 |
| Page (PT) | 30c hour | Senior Aid (PT)..... | |
| Janitor (PT) | 850 | Janitor (PT) | |
| Branch Librarian | 1500 | Branch Librarian, Grade 3. | 2040-2400 |
| Substitute (PT) | 40c hour | Senior General Assistant (PT) | |
| Page | 600 | Junior General Assistant. | 1200-1560 |
| Janitor (PT) | 360 | Janitor (PT) | |
| Branch Librarian | 1440 | Branch Librarian, Grade 3. | 2040-2400 |
| Assistant-Senior | 1380 | Senior Assistant, Work with Children | 1620-1980 |
| Page (PT) | 25c hour | Senior Aid (PT)..... | |
| Janitor | 960 | Janitor | |
| Branch Librarian | 1440 | Branch Librarian, Grade 3. | 2040-2400 |
| Substitute (PT) | 40c hour | Senior General Assistant (PT) | |
| Page | 540 | Junior General Assistant. | 1200-1560 |
| Janitress (PT) | 420 | Janitress (PT) | |
| Branch Librarian | 1500 | Branch Librarian, Grade 2. | 1680-2040 |

70 CLASSIFICATION AND COMPENSATION PLANS

BRANCH AND STATION WORK—CONTINUED

| Existing titles | Existing com- pensation | Proposed titles | Proposed com- pensation |
|-----------------------------|-------------------------------|---|-------------------------------|
| Page (PT) | 30c hour | Senior General Assistant (PT) | |
| Janitor (PT) | 36 | Janitor (PT) | |
| Janitress (PT) | \$420 | Janitress (PT) | |
| Branch Librarian | 1440 | Branch Librarian, Grade 2 | \$1680-2040 |
| Substitute (PT) | 50c hour | Senior General Assistant (PT) | |
| Page (PT) | 25c hour | Senior Page (PT) | Prevailing rates |
| Janitress (PT) | 240 | Janitress (PT) | |
| Branch Librarian | 500 | Branch Librarian, Grade 2 | 1680-2040 |
| Substitute (PT) | 40c hour | Senior General Assistant (PT) | |
| Janitor | 630 | Janitor | |
| Branch Librarian | 1380 | Branch Librarian, Grade 2 | 1680-2040 |
| Page (PT) | 25c hour | Junior General Assistant (PT) | |
| Janitress (PT) | 312 | Janitress (PT) | |
| Branch Librarian | 1320 | Branch Librarian, Grade 2 | 1680-2040 |
| Page (PT) | 25c hour | Junior Aid (PT) | |
| Janitress (PT) | 180 | Janitress (PT) | |
| Branch Librarian (PT) | 792 | Branch Librarian, Grade 1 (PT) | |

ENGINEERING, BINDERY, AND JANITOR STAFFS

Positions in these groups are not listed.

6—A RATHER LARGE NORMAL SCHOOL LIBRARY

| | | | |
|------------------------------|--------|---|-------------|
| Librarian | \$2280 | Chief Librarian, Class 5 Normal School Library | \$2520-3060 |
| Assistant Librarian | 1500 | Senior General Assistant | 1620-1980 |
| Assistant Librarian | 1200 | Cataloger | 1740-2100 |
| Assistant Librarian | 1200 | Senior Extension Assis- tant | 1620-1980 |
| Student Assistant (PT) | 264 | Senior Aid (PT) | |
| Student Assistant (PT) | 264 | Junior Aid (PT) | |
| Teacher-Librarian | 1440 | High School Librarian, Grade 2 | 1860-2220 |

7—A RATHER LARGE COLLEGE LIBRARY

| | | | |
|---------------------------|--------|---|-------------|
| Librarian | \$3500 | Chief Librarian, Class 7 College Library | \$3600-4500 |
| Reference Librarian | 2900 | Special Reference Assis- tant | 2040-2280 |
| Assistant | 1200 | Senior Stenographer- Clerk | |
| Stenographer | 988 | Junior Stenographer- Clerk | |
| Cataloger | 2200 | Chief of Catalog Depart- ment, Grade 1 | 2040-2400 |
| Assistant Cataloger | 1600 | Classifier | 2040-2400 |

7—A RATHER LARGE COLLEGE LIBRARY—CONTINUED

| Existing titles | Existing compensation | Proposed titles | Proposed compensation |
|-------------------------------|-----------------------|---|-----------------------|
| Assistant Cataloger | \$1600 | Senior Catalog Assistant | \$1620-1980 |
| Supervisor of Loan Desk..... | 1600 | Chief of Circulation Department, Grade 1..... | 2040-2400 |
| Assistant in the Library..... | 1500 | Senior Circulation Assistant | 1620-1980 |
| Assistant | 1200 | Senior Circulation Assistant | 1620-1980 |
| Loan Desk Assistant..... | 1200 | Junior Circulation Assistant | 1200-1560 |
| Library Helper | 728 | Junior Circulation Assistant | 1200-1560 |
| Assistant in the Library..... | 1400 | Senior General Assistant. | 1620-1980 |
| Library Assistant | 832 | Junior Aid | 900- 960 |

8—A LARGE STATE LIBRARY

| | | | |
|--------------------------------|--------|---|-------------|
| Chief Librarian | | Chief Librarian, Class 9 State Library | \$5100-6000 |
| Assistant Librarian | | Assistant Librarian, Class 9 State Library | 3000-3720 |
| Private Secretary | \$1200 | Secretary to Chief Librarian | |
| Assistant Librarian | 1980 | Chief of Catalog Department, Grade 2..... | 2280-2640 |
| Junior Assistant Librarian.... | 1300 | Classifier | 2040-2400 |
| Junior Assistant Librarian.... | 1200 | Senior Catalog Assistant. | 1620-1980 |
| Junior Assistant Librarian.... | 1080 | Junior Catalog Assistant. | 1200-1560 |
| Junior Assistant Librarian.... | 1020 | Junior Catalog Assistant. | 1200-1560 |
| Typist | 960 | Senior Typist | |
| Assistant Librarian | 1680 | Junior Reference Specialist, United States Documents | 2040-2580 |
| Junior Assistant Librarian.... | 1440 | Junior Reference Specialist, State Documents.. | 2040-2580 |
| Assistant Librarian | 1600 | Special Reference Assistant | 2040-2280 |
| Junior Assistant Librarian.... | 1440 | Senior Reference Assistant | 1620-1980 |
| Junior Assistant Librarian.... | 1300 | Senior Reference Assistant | 1620-1980 |
| Assistant Clerk | 960 | Junior Reference Assistant | 1200-1560 |
| Junior Assistant Librarian.... | 1200 | Supervising Periodical Assistant | 2040-2280 |
| Junior Assistant Librarian.... | 1200 | Senior General Assistant. | 1620-1980 |
| Junior Assistant Librarian.... | 1200 | Senior General Assistant. | 1620-1980 |
| Junior Assistant Librarian.... | 1300 | Senior General Assistant. | 1620-1980 |
| Junior Assistant Librarian.... | 1080 | Junior General Assistant. | 1200-1560 |
| Junior Assistant Librarian.... | 1080 | Junior General Assistant. | 1200-1560 |
| Temporary Clerk | 1080 | Junior Clerk | |

APPENDIX 3

TABLE SHOWING THE OCCURRENCE OF POSITIONS OF
27 CLASSES IN 19 LIBRARIES

TABLE 1—DISTRIBUTION OF 912 POSITIONS IN 19 LIBRARIES AMONG 27 CLASSES OF POSITIONS

| | Atlanta | Bangor | Birmingham | Chicago | Detroit | Fort Collins | Hagerstown | Kansas City | Minneapolis | Norfolk | Pasadena | Portland | St. Louis | Washington | Worcester | Massachusetts State | Vassar College | Yale University | Cape Girardeau Normal School |
|---|---------|--------|------------|---------|---------|--------------|------------|-------------|-------------|---------|----------|----------|-----------|------------|-----------|---------------------|----------------|-----------------|------------------------------|
| Junior Circulation Assistant..... | 71 | 3 | .. | 19 | 8 | .. | .. | 2 | 8 | .. | .. | 4 | 6 | 9 | 6 | .. | 2 | 4 | .. |
| Senior Circulation Assistant..... | 69 | 2 | .. | 14 | 14 | .. | .. | 4 | 6 | .. | .. | 7 | 3 | 6 | 6 | .. | 2 | .. | .. |
| Special Circulation Assistant..... | 7 | .. | .. | 1 | 2 | .. | .. | .. | 1 | .. | .. | 1 | .. | .. | 3 | .. | .. | 1 | .. |
| Supervising Circulation Assistant..... | 17 | .. | .. | 3 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Junior Catalog Assistant..... | 42 | 1 | .. | 3 | 1 | .. | .. | 3 | 3 | .. | .. | 2 | 17 | 2 | 1 | 2 | .. | 4 | .. |
| Senior Catalog Assistant..... | 45 | 3 | .. | 4 | 4 | .. | .. | 2 | 2 | .. | .. | 6 | 6 | 3 | 1 | 1 | 1 | 10 | .. |
| Special Catalog Assistant..... | 10 | .. | .. | 2 | 5 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 3 | .. |
| Reviser | 5 | .. | .. | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | 1 | .. | .. | .. | 1 | 2 | .. |
| Classifier | 7 | .. | .. | 2 | 1 | .. | .. | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Supervising Catalog Assistant..... | 6 | .. | .. | 1 | 1 | .. | .. | 1 | 1 | .. | .. | 1 | .. | 1 | .. | .. | .. | .. | .. |
| Junior Reference Assistant..... | 14 | .. | .. | 5 | 1 | .. | .. | 1 | 1 | .. | .. | 2 | 3 | .. | .. | 1 | .. | .. | .. |
| Senior Reference Assistant..... | 87 | 3 | .. | 19 | 24 | .. | .. | 3 | 10 | .. | .. | 2 | 5 | .. | 5 | 2 | .. | .. | .. |
| Special Reference Assistant..... | 15 | .. | .. | 4 | 5 | .. | .. | .. | 1 | .. | .. | .. | 2 | 1 | .. | .. | .. | 1 | .. |
| Supervising Reference Assistant..... | 12 | .. | .. | 5 | 3 | .. | .. | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Junior Assistant, Work with Children..... | 17 | 1 | .. | 4 | 1 | .. | .. | .. | .. | .. | .. | 1 | 3 | 6 | 1 | .. | .. | .. | .. |
| Senior Assistant, Work with Children..... | 99 | 1 | .. | 15 | 24 | .. | .. | 7 | 16 | .. | .. | 10 | 11 | 3 | 8 | .. | .. | .. | .. |
| Supervising Assistant, Work with Children.. | 27 | .. | .. | 1 | 16 | .. | .. | .. | 1 | .. | .. | 3 | 2 | 3 | 1 | .. | .. | .. | .. |
| Junior General Assistant..... | 83 | 1 | 1 | 20 | 11 | 1 | 3 | 2 | 7 | 1 | 5 | 9 | 10 | 2 | 5 | 1 | 2 | 2 | 1 |
| Senior General Assistant..... | 103 | 1 | 3 | 24 | 18 | 1 | 1 | 13 | 8 | 4 | 4 | 7 | 8 | 1 | 3 | .. | 3 | .. | .. |
| Supervising General Assistant..... | 53 | .. | .. | 28 | 17 | .. | .. | .. | .. | .. | .. | .. | 6 | 1 | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 2..... | 20 | 1 | .. | 1 | .. | .. | .. | 5 | 1 | .. | .. | 6 | .. | .. | 1 | .. | .. | .. | .. |
| Branch Librarian, Grade 3..... | 26 | .. | 3 | 2 | 1 | .. | .. | 3 | 5 | .. | .. | 7 | 4 | .. | 1 | .. | .. | .. | .. |
| Branch Librarian, Grade 4..... | 38 | .. | .. | 17 | 2 | .. | .. | 2 | 8 | .. | .. | 3 | 3 | 1 | 2 | .. | .. | .. | .. |
| Branch Librarian, Grade 5..... | 23 | .. | .. | 9 | 11 | .. | .. | 1 | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 6..... | 11 | .. | .. | 2 | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 7..... | 3 | .. | .. | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 8..... | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Totals | 912 | 17 | 4 | 216 | 177 | 2 | 4 | 51 | 83 | 5 | 9 | 79 | 95 | 49 | 43 | 8 | 11 | 28 | 2 |

TABLE 2—AGE DISTRIBUTION OF 912 PERSONS HOLDING POSITIONS IN 19 LIBRARIES,
ALLOCATED TO 27 CLASSES

| | Total number | Not stated | 18-19 | 20-22 | 23-25 | 26-29 | 30-34 | 35-39 | 40-49 | 50-59 | 60-70 | Median age |
|---|-----------------|---------------|-------|-----------------|-------|-----------------|-------|----------------|-------|-------|-------|---------------|
| Junior Circulation Assistant..... | 71 | 5 | 9 | 28 | 12 | 7 | 3 | 1 | 3 | 2 | 1 | 22.6 |
| Senior Circulation Assistant..... | 69 | 2 | 3 | 10 | 17 | 7 | 10 | 6 | 9 | 2 | 3 | 28.3 |
| Special Circulation Assistant..... | 7 | .. | .. | .. | .. | 2 | 2 | 2 | .. | 1 | .. | 35.0 |
| Supervising Circulation Assistant..... | 17 | .. | .. | .. | .. | 3 | 5 | 2 | .. | 4 | .. | 37.5 |
| Junior Catalog Assistant..... | 42 | 5 | 4 | .. ¹ | 20 | 10 ² | .. | 2 ³ | 1 | .. | .. | 25.2 |
| Senior Catalog Assistant..... | 45 | 8 | .. | 4 | 5 | 6 | .. | 7 | 9 | 1 | .. | 35.0 |
| Special Catalog Assistant..... | 10 | 5 | .. | .. | .. | 2 | 2 | 1 | .. | .. | .. | 32.5 |
| Reviser | 5 | 2 | .. | .. | 1 | 1 | .. | .. | 1 | .. | .. | 30.0 |
| Classifier | 7 | 3 | .. | .. | .. | .. | 3 | 1 | .. | .. | .. | 34.2 |
| Supervising Catalog Assistant..... | 6 | 1 | .. | .. | .. | .. | .. | 2 | 3 | .. | .. | 43.3 |
| Junior Reference Assistant..... | 14 | 1 | .. | 8 ¹ | .. | 1 ² | .. | 1 ³ | 3 | .. | .. | 22.6 |
| Senior Reference Assistant..... | 87 | 14 | 1 | 13 | 10 | 15 | 13 | 8 | 9 | 2 | 2 | 29.5 |
| Special Reference Assistant..... | 15 | 2 | .. | .. | .. | 2 ² | 5 | 2 | 3 | 1 | .. | 35.0 |
| Supervising Reference Assistant..... | 12 | 3 | .. | .. | .. | .. | 1 | 6 | 1 | 1 | .. | 38.3 |
| Junior Assistant, Work with Children..... | 17 | .. | 1 | 11 | 4 | 1 | .. | .. | .. | .. | .. | 22.2 |
| Senior Assistant, Work with Children..... | 99 | 8 | 4 | 21 | 16 | 27 | 14 | 6 | 2 | .. | 1 | 26.7 |
| Supervising Assistant, Work with Children.. | 27 | 1 | .. | .. | 3 | 9 | 11 | 3 | .. | .. | .. | 30.7 |
| Junior General Assistant..... | 83 | 8 | 15 | 25 | 18 | 8 | 4 | 2 | 1 | .. | 2 | 22.7 |
| Senior General Assistant..... | 103 | 8 | 4 | 21 | 18 | 23 | 10 | 7 | 3 | 7 | 2 | 26.9 |
| Supervising General Assistant..... | 53 | 2 | .. | 9 | 10 | 10 | 16 | 5 | 1 | .. | .. | 28.8 |
| Branch Librarian, Grade 2..... | 20 | 1 | .. | .. | 3 | 2 | 5 | 3 | 4 | 2 | .. | 35.0 |
| Branch Librarian, Grade 3..... | 26 | 1 | .. | 2 | .. | 4 | 5 | 2 | 11 | 1 | .. | 39.0 |
| Branch Librarian, Grade 4..... | 38 | .. | .. | 1 | 5 | 3 | 10 | 2 | 12 | 3 | 1 | 34.7 |
| Branch Librarian, Grade 5..... | 23 | .. | .. | .. | .. | 4 | 9 | 6 | 4 | 1 | .. | 35.0 |
| Branch Librarian, Grade 6..... | 11 | .. | .. | .. | .. | .. | 4 | 4 | 3 | .. | .. | 37.5 |
| Branch Librarian, Grade 7..... | 3 | .. | .. | .. | .. | .. | 1 | 1 | 1 | .. | .. | 39.9 |
| Branch Librarian, Grade 8..... | 2 | .. | .. | .. | .. | .. | 1 | 1 | .. | .. | .. | 35.0 |
| Totals | 912 | 80 | 41 | 153 | 142 | 147 | 138 | 83 | 87 | 23 | 13 | 28.2 |

¹ This number includes those in the age group 20-24. ² This number includes those in the age group 25-29. ³ This number includes those in the age group 30-39.

TABLE 3—COMPENSATION OF 912 PERSONS HOLDING POSITIONS IN 19 LIBRARIES, ALLOCATED TO 27 CLASSES OF POSITIONS

| | Total | Not stated | Less than \$600 | \$720-\$839 | \$840-\$959 | \$960-\$1,079 | \$1,080-\$1,199 | \$1,200-\$1,319 | \$1,320-\$1,439 | \$1,440-\$1,559 | \$1,560-\$1,679 | \$1,680-\$1,799 | \$1,800-\$1,919 | \$1,920-\$2,039 | \$2,040-\$2,159 | \$2,160-\$2,279 | \$2,280-\$2,399 | \$2,400-\$2,639 | Median salary |
|---|-------|------------|-----------------|-------------|-------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Junior Circulation Assistant..... | 71 | 5 | 2 | 5 | 2 | 26 | 18 | 9 | 3 | 1 | 3 | 11 | 4 | 1 | 1 | 1 | 1 | 1 | 953 |
| Senior Circulation Assistant..... | 69 | 5 | .. | 4 | 1 | 4 | 13 | 7 | 6 | 5 | 3 | 6 | 3 | 2 | 1 | 1 | 1 | 1 | 1270 |
| Special Circulation Assistant..... | 7 | .. | .. | .. | .. | .. | .. | .. | 2 | 1 | 2 | .. | .. | .. | .. | .. | .. | 2 | 1890 |
| Supervising Circulation Assistant..... | 17 | .. | .. | .. | .. | .. | .. | .. | .. | 3 | 2 | 2 | 3 | 2 | 1 | .. | .. | .. | 1680 |
| Junior Catalog Assistant..... | 42 | 5 | 2 | .. | 3 | 8 | 15 | 6 | 3 | 7 | 7 | 4 | 2 | 1 | .. | .. | .. | .. | 1008 |
| Senior Catalog Assistant..... | 45 | 4 | .. | 1 | 2 | 2 | 4 | 4 | 4 | .. | .. | 1 | 1 | 1 | .. | .. | .. | .. | 1423 |
| Special Catalog Assistant.... | 10 | 4 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | 1 | .. | .. | .. | .. | 1445 |
| Reviser | 5 | 2 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | 1 | .. | .. | .. | .. | 1740 |
| Classifier | 7 | 3 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | 1 | 2 | .. | .. | .. | 1860 |
| Supervising Catalog Assistant..... | 6 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 3 | .. | .. | .. | .. | .. | 1900 |
| Junior Reference Assistant..... | 14 | 4 | .. | 1 | 2 | 2 | 6 | .. | .. | .. | .. | 1 | 14 | 2 | .. | 1 | .. | .. | 1010 |
| Senior Reference Assistant..... | 87 | 4 | .. | 2 | .. | .. | 14 | 11 | 5 | 4 | 8 | 7 | 15 | 2 | 2 | 1 | .. | .. | 1530 |
| Special Reference Assistant..... | 15 | 2 | .. | .. | .. | .. | .. | .. | .. | 8 | 2 | 2 | 2 | 1 | .. | .. | .. | .. | 1800 |
| Supervising Reference Assistant..... | 12 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | 1 | 2 | 3 | 2 | 1 | .. | 2060 |
| Junior Assistant, Work with Children..... | 17 | .. | 1 | 3 | .. | 6 | 4 | 2 | 1 | .. | 12 | 16 | .. | .. | .. | .. | .. | .. | 940 |
| Senior Assistant, Work with Children..... | 99 | .. | .. | 1 | 4 | 10 | 12 | 11 | 7 | 9 | 12 | 17 | 4 | .. | .. | .. | .. | .. | 1387 |
| Supervising Assistant, Work with Children.. | 27 | .. | .. | .. | .. | .. | .. | .. | 2 | 2 | 5 | 13 | 4 | .. | .. | .. | .. | .. | 1717 |
| Junior General Assistant..... | 83 | 8 | 15 | 6 | 2 | 20 | 16 | 8 | 1 | 2 | 1 | 1 | 3 | .. | .. | .. | .. | .. | 930 |
| Senior General Assistant..... | 103 | 5 | 5 | .. | 5 | 4 | 21 | 12 | 14 | 9 | 5 | 8 | 7 | 3 | .. | .. | .. | .. | 1221 |
| Supervising General Assistant..... | 53 | .. | 1 | .. | .. | .. | 2 | 4 | 8 | 4 | 10 | 5 | 13 | .. | .. | .. | .. | .. | 1536 |
| Branch Librarian, Grade 2..... | 20 | .. | .. | .. | 1 | .. | 2 | 4 | 2 | 3 | 5 | 1 | 2 | .. | .. | .. | .. | .. | 1380 |
| Branch Librarian, Grade 3..... | 26 | .. | .. | .. | 1 | .. | .. | 1 | 3 | 2 | 3 | 2 | 2 | 6 | .. | .. | .. | .. | 1580 |
| Branch Librarian, Grade 4..... | 38 | .. | .. | .. | 2 | .. | 2 | .. | 2 | 5 | 5 | 6 | 3 | 4 | 4 | 5 | .. | .. | 1750 |
| Branch Librarian, Grade 5..... | 23 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 2 | 6 | 8 | 6 | 1 | 1 | 1 | .. | 2000 |
| Branch Librarian, Grade 6..... | 11 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 4 | .. | .. | 7 | 1 | .. | .. | 2074 |
| Branch Librarian, Grade 7..... | 3 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 2 | 1 | 1 | .. | 2130 |
| Branch Librarian, Grade 8..... | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 2400 |
| Totals | 912 | 51 | 27 | 21 | 21 | 82 | 129 | 81 | 61 | 54 | 70 | 74 | 99 | 30 | 26 | 10 | 3 | 3 | 1340 |

TABLE 4—YEARS OF LIBRARY EXPERIENCE OF 912 PERSONS HOLDING POSITIONS IN 19 LIBRARIES,
ALLOCATED TO 27 CLASSES

| | Total | Not stated | Less than 1 | 1-2 | 2-3 | 3-4 | 4-5 | 5-6 | 6-7 | 8-9 | 10-14 | 15-24 | 25-34 | 35 or above | Me- dian |
|--|-------|---------------|----------------|-----|-----|----------------|-----|-----------------|-----------------|-----|-------|-------|-------|----------------|-------------|
| Junior Circulation Assistant..... | 71 | 8 | 14 | 12 | 13 | 7 | 6 | .. | 10 ³ | .. | 1 | .. | .. | .. | 2.5 |
| Senior Circulation Assistant..... | 69 | 4 | 3 | 4 | 7 | 11 | 7 | 3 | 10 | 5 | 6 | 7 | 1 | 1 | 5.3 |
| Special Circulation Assistant..... | 7 | .. | .. | .. | .. | 3 ¹ | .. | .. | .. | 1 | 2 | 2 | .. | .. | 12.5 |
| Supervising Circulation Assistant..... | 17 | .. | .. | .. | 1 | 2 | .. | .. | 3 | 1 | 5 | 2 | 1 | 2 | 12.0 |
| Junior Catalog Assistant..... | 42 | 4 | 13 | 8 | 2 | 3 | 6 | 5 ² | 4 ³ | .. | 2 | .. | .. | .. | 1.8 |
| Senior Catalog Assistant..... | 45 | 14 | 1 | 2 | 5 | 1 | 2 | .. | .. | .. | 8 | 4 | .. | .. | 6.0 |
| Special Catalog Assistant..... | 10 | 5 | .. | 1 | .. | 1 | .. | .. | .. | 2 | 1 | .. | .. | .. | 8.3 |
| Reviser | 5 | 2 | .. | .. | .. | 1 | .. | .. | .. | 1 | .. | .. | 1 | .. | 8.5 |
| Classifier | 7 | 2 | 1 | .. | .. | 1 | .. | .. | .. | 1 | 2 | .. | .. | .. | 8.5 |
| Supervising Catalog Assistant..... | 6 | .. | .. | .. | .. | .. | .. | 2 | .. | .. | 1 | 3 | .. | .. | 16.6 |
| Junior Reference Assistant..... | 14 | 2 | 3 | 2 | 1 | 1 | 2 | 3 ² | .. | .. | 7 | .. | .. | .. | 3.5 |
| Senior Reference Assistant..... | 87 | 3 | 8 | 8 | 11 | 3 | 6 | 22 ² | .. | 8 | 3 | 11 | .. | .. | 5.3 |
| Special Reference Assistant..... | 15 | 1 | .. | 1 | .. | .. | 1 | 6 ² | .. | 2 | 5 | 1 | .. | .. | 5.9 |
| Supervising Reference Assistant..... | 12 | .. | .. | .. | 1 | .. | .. | .. | .. | 2 | 5 | 4 | .. | .. | 13.5 |
| Junior Assistant, Work with Children..... | 17 | 1 | 5 | 6 | .. | 4 | .. | .. | 13 | 8 | 1 | .. | .. | .. | 1.6 |
| Senior Assistant, Work with Children..... | 99 | 7 | 3 | 18 | 14 | 8 | 3 | 11 | 7 | 3 | 6 | 2 | 1 | .. | 4.4 |
| Supervising Assistant, Work with Children..... | 27 | 1 | .. | .. | .. | 4 | .. | 4 | .. | .. | 5 | .. | .. | .. | 5.4 |
| Junior General Assistant..... | 83 | 8 | 14 | 17 | 18 | 12 | 3 | 7 | 3 | 5 | 7 | 1 | .. | .. | 2.4 |
| Senior General Assistant..... | 103 | 7 | 12 | 13 | 12 | 10 | 14 | 9 | 7 | 6 | 12 | 5 | 1 | 1 | 4.1 |
| Supervising General Assistant..... | 53 | 1 | 1 | 5 | 5 | 5 | 5 | 5 | 8 | 4 | 4 | 2 | .. | .. | 6.1 |
| Branch Librarian, Grade 2..... | 20 | .. | .. | 1 | 1 | 5 | 1 | 3 | .. | 2 | .. | 4 | 3 | .. | 5.8 |
| Branch Librarian, Grade 3..... | 26 | 1 | .. | 1 | 2 | 6 | .. | 2 | 2 | 1 | 7 | 4 | .. | .. | 7.0 |
| Branch Librarian, Grade 4..... | 38 | .. | .. | .. | 1 | 1 | 3 | 4 | 3 | 5 | 9 | 11 | 1 | .. | 11.4 |
| Branch Librarian, Grade 5..... | 23 | .. | .. | .. | .. | .. | .. | .. | .. | 5 | 9 | 9 | .. | .. | 13.8 |
| Branch Librarian, Grade 6..... | 11 | .. | .. | .. | .. | .. | .. | .. | 2 | 1 | 4 | 4 | .. | .. | 13.7 |
| Branch Librarian, Grade 7..... | 3 | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 2 | 1 | .. | .. | 15.0 |
| Branch Librarian, Grade 8..... | 2 | .. | .. | .. | .. | .. | .. | .. | .. | 1 | .. | 1 | .. | .. | .. |
| Totals | 912 | 71 | 78 | 99 | 94 | 89 | 67 | 86 | 72 | 60 | 105 | 78 | 9 | 4 | 4.9 |

¹ This number includes those in the group 3-5.² This number includes those in the group 5-7.³ This number includes those in the group 5-9.

TABLE 5--EDUCATION OF 912 PERSONS HOLDING POSITIONS IN 19 LIBRARIES, ALLOCATED TO 27 CLASSES

| | Totals | Less than high school | High school | High school plus training class | High school plus library school less than 1 year | High school plus 1 or 2 years library school | High school but less than college | Less than college, plus training class | Less than college, plus library school less than one year | Less than college, plus 1 or 2 years library school | College | College plus training class | College including one year library school | College plus 1 year library school | College plus 1 year post-graduate plus library school | College plus 2 years post-graduate | College plus 2 years library school | College plus 3 years post-graduate plus library school | College plus 3 years post-graduate | College plus 3 years post-graduate plus library school | Other combinations |
|---|--------|-----------------------|-------------|---------------------------------|--|--|-----------------------------------|--|---|---|---------|-----------------------------|---|------------------------------------|---|------------------------------------|-------------------------------------|--|------------------------------------|--|--------------------|
| Junior Circulation Assistant..... | 71 | 5 | 31 | 4 | .. | .. | 19 | 2 | 1 | 1 | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 6 |
| Senior Circulation Assistant..... | 69 | 8 | 6 | 8 | .. | .. | 10 | 17 | 6 | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | 2 |
| Special Circulation Assistant..... | 7 | 1 | .. | 1 | 2 | .. | .. | 1 | .. | .. | .. | 1 | .. | .. | .. | .. | .. | .. | .. | .. | 1 |
| Supervising Circulation Assistant..... | 17 | 3 | 1 | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 5 |
| Junior Catalog Assistant..... | 42 | 6 | 4 | 2 | .. | .. | 5 | .. | 3 | 3 | 6 | 2 | .. | 1 | .. | .. | .. | .. | .. | .. | 2 |
| Senior Catalog Assistant..... | 45 | 3 | 3 | 5 | 2 | .. | 1 | 5 | .. | .. | 7 | 4 | 2 | 2 | .. | .. | .. | .. | .. | .. | 4 |
| Special Catalog Assistant..... | 10 | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 6 |
| Reviser | 5 | .. | .. | .. | .. | .. | 1 | 1 | 1 | 1 | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | 1 |
| Classifier | 7 | .. | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 3 |
| Supervising Catalog Assistant..... | 6 | .. | .. | 1 | .. | .. | .. | 1 | .. | .. | 1 | .. | 1 | .. | .. | .. | .. | .. | .. | .. | 8 |
| Junior Reference Assistant..... | 14 | 2 | 1 | .. | .. | .. | 7 | 1 | 1 | 10 | 8 | 7 | .. | 1 | .. | .. | .. | .. | .. | .. | 2 |
| Senior Reference Assistant..... | 87 | 3 | .. | 13 | .. | .. | 10 | 13 | 1 | 1 | .. | .. | .. | 1 | .. | .. | .. | .. | .. | .. | 7 |
| Special Reference Assistant..... | 15 | 2 | .. | .. | .. | .. | 1 | 3 | 1 | 1 | 1 | 1 | 1 | 1 | .. | .. | .. | .. | .. | .. | 2 |
| Supervising Reference Assistant..... | 12 | 1 | .. | 1 | .. | .. | .. | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 |
| Junior Assistant, Work with Children.... | 17 | .. | 5 | 4 | .. | .. | 2 | .. | 1 | 1 | 3 | .. | .. | .. | .. | 1 | .. | .. | .. | .. | 1 |
| Senior Assistant, Work with Children.... | 99 | 1 | 4 | 29 | .. | .. | 4 | 20 | 6 | 2 | 2 | 5 | .. | 12 | 1 | 1 | 1 | 1 | .. | .. | 5 |
| Supervising Assistant, Work with Children | 27 | .. | 1 | 4 | 2 | .. | 4 | 3 | 2 | 1 | 1 | 3 | 3 | 3 | 1 | .. | .. | 1 | .. | .. | 2 |
| Junior General Assistant..... | 83 | 15 | 22 | 15 | 3 | .. | 18 | 8 | .. | 3 | 3 | 8 | 1 | .. | .. | .. | .. | .. | .. | .. | 6 |
| Senior General Assistant..... | 108 | 7 | 14 | 11 | 11 | 11 | 9 | 18 | 7 | 3 | 2 | 7 | 5 | .. | .. | .. | .. | .. | .. | .. | 7 |
| Supervising General Assistant..... | 53 | .. | 3 | 20 | 1 | 2 | 5 | 10 | 1 | 1 | 1 | 3 | .. | .. | 2 | .. | .. | .. | .. | .. | 2 |
| Branch Librarian, Grade 2..... | 20 | 1 | 1 | 1 | 1 | 1 | 3 | 2 | 1 | .. | 1 | 2 | 4 | .. | .. | .. | .. | .. | .. | .. | 2 |
| Branch Librarian, Grade 3..... | 26 | .. | 1 | 3 | 1 | 1 | 1 | 2 | 3 | 3 | 1 | 2 | 2 | 1 | .. | .. | .. | .. | .. | .. | 6 |
| Branch Librarian, Grade 4..... | 38 | .. | 1 | 7 | 2 | 2 | 3 | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | .. | .. | .. | .. | .. | 6 |
| Branch Librarian, Grade 5..... | 23 | .. | 1 | 4 | 1 | 2 | 1 | 2 | 1 | 3 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 3 |
| Branch Librarian, Grade 6..... | 11 | .. | 2 | .. | 3 | 3 | 1 | 1 | 2 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 7..... | 3 | .. | .. | .. | .. | .. | 2 | .. | 1 | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Branch Librarian, Grade 8..... | 2 | .. | .. | .. | .. | .. | 1 | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. |
| Totals | 912 | 58 | 102 | 119 | 28 | 61 | 103 | 115 | 24 | 41 | 41 | 45 | 17 | 50 | 10 | 6 | 3 | 2 | 2 | 1 | 84 |

APPENDIX 4

PROPOSED RULES FOR ADOPTING, APPLYING, AND ADMINISTERING THE CLASSIFICATION AND COM- PENSATION PLANS IN AN INDIVIDUAL LIBRARY

Rule 1. Classification Plan. The classes of positions as named and defined in Schedule A, "Specifications for Classes of Positions in the Library," with such amendments thereto as may be made under these rules from time to time, and as interpreted in these rules, shall constitute the classification plan for the Library.

Rule 2. Allocation of Existing Positions to Classes. Every position in the Library existing when these rules take effect, or hereafter created, shall be classified under the classification plan by allocation to its appropriate class. Such allocation shall be made by the Chief Librarian, with the approval of the Board of Trustees. Whenever a position has been allocated to its appropriate class, the title of such class shall forthwith become the title of such position and shall be used in payroll records, in budget estimates and allowances, in the employment of library workers, and in all similar administrative and employment processes and records.

Rule 3. Amendment of the Classification Plan. The Chief Librarian, with the approval of the Board of Trustees, may from time to time amend the specifications for any class, and may abolish, merge, or divide existing classes, or create new classes.

Rule 4. Classification of New Positions. Whenever a new position is established or the duties of a position are so changed that, in effect, the old position as described by the specifications of the class to which it was originally allocated no longer exists, but in its place there is created a new position of a different class, the Chief Librarian shall classify or reclassify the position by allocating it to its appropriate class in accordance with the classification plan in effect. Whenever the allocation of a position to a new or different class from that in which it has previously been carried has been made by the Chief Librarian and approved by the Board of Trustees, the Chief Librarian shall decide, on the basis of general regulations then in effect, whether the position of the new class shall continue

to be held by the incumbent of the position of the old class, and if so on what terms, and if not the manner in which the new position shall be filled.

Rule 5. Interpretation of Class Specifications. The specifications of classes of positions in the classification plan are hereby declared to have the following force and effect:

(a) They are descriptive only and not restrictive. They are intended to indicate the kind or kinds of positions that should be allocated to the respective classes, as determined by their duties, responsibilities, and qualification requirements. The use of a particular illustration as to duties or the requirement of a particular qualification shall not be held to exclude others not mentioned if such others are similar as to kind or quality.

(b) In determining the class to which any position should be allocated, the specifications for each class shall be considered as a whole. Consideration is to be given to the duties, examples of typical tasks, responsibilities, required and desirable qualifications, and relationships to other classes as affording together a picture of the positions that the class is intended to include.

(c) As to the particular parts of the class specifications, the following principles of interpretation shall apply:

(1) The statement of duties shall be construed as a general description of the kind of work involved in a position that may properly be allocated to the class, and not in any sense as prescribing what the duties of the position shall be, nor as limiting the expressed or implied power of the authority vested with the right to prescribe or alter the duties of any position; provided, however, that where a substantial change of duties is made, except for a temporary period or by the addition of duties that are incidental to the main employment, such change shall be reported by the Chief Librarian to the Board of Trustees with a view to a possible reallocation of the position.

(2) The examples of typical tasks shall be construed as examples only, illustrative of the duties as defined by the general statement. These examples are not intended to be complete or exclusive, and the fact that the actual tasks performed by the incumbent of a position do not appear therein shall not be taken necessarily to mean that the position is excluded from the class, provided that the tasks constituting the main work or employment are duly covered by the general statement of duties. On the other hand, any one example of a typical task, taken without relation to the general statement of duties and all other parts of the class specifications, shall not be construed as determining whether a position should be allocated to the class.

(3) The statement of minimum and additional desirable qualifications constitutes a part of the class specifications and is to be construed as expressing the standards which persons appointed hereafter to any position in the class must meet. Such qualifications as should properly apply to all or many classes of positions—such as age more than 18, honesty, loyalty, sobriety, and industry—are to be taken for granted although not specified.

Rule 6. Compensation Plan. The compensation schedules for the various classes of positions as set forth in Schedule B, "List of Classes of Positions in the Library, Giving the Schedule of Compensation for Each Class," as interpreted in these rules and with such amendments as may be made under these rules from time to time, shall constitute the compensation plan for the Library.

Rule 7. Interpretation of Compensation Schedules. The compensation schedules shall be construed as follows:

(a) The rates of pay are in terms of dollars per year, except where the symbol "c" meaning "cents" is shown, in which case they are in terms of cents per hour. Wherever a rate either in terms of dollars per year or cents per hour is prescribed it shall be permissible to pay equivalent compensation on any other time basis when in the interests of the Library; provided, however, that in determining the equivalent amount on a different time basis the total earnings for full time during a 12-month period shall be taken as the basis for determining equivalency.

(b) The rates of pay prescribed are understood to represent the total remuneration, including pay in every form. Where allowances are provided, such compensation in kind shall be treated as part payment, to be deducted from the money salary or wage to the extent of 80 per cent of their full cash value as appraised and established for each case by the Chief Librarian and approved by the Board of Trustees.

(c) In every case in which part compensation for an employment exclusive of overtime is paid by some outside agency, such as the school board, or from a different fund or account, such payments shall be deducted from the compensation due at the prescribed rate, in the payment of the employee concerned.

(d) All rates prescribed in the schedule of compensation represent the standard rates of compensation for full time employment. Where employment in a position for which annual rates are prescribed is on a part time basis, only the proportionate part of the

annual rate for the time actually employed shall be paid; that is, the ratio of the actual rate for part time service to the full time rate prescribed by the scale of pay shall be the same as the ratio of the hours actually employed to the total numbers of hours per year represented by full time employment. The number of hours to be used as a divisor in determining such ratio shall be established by the Chief Librarian and approved by the Board of Trustees. The time consumed in going to and from the place of employment shall not be considered in computing the time actually employed except in the case of those employed part of the day in one branch or library and part in another.

Rule 8. Operation of the Compensation Plan. The scales of pay in the compensation plan are hereby declared to have the following force and effect:

(a) The lowest, or minimum, rate in the scale for any class shall be the entrance rate payable to any person on the first appointment to a position allocated to the class; provided, however, that where a person already in the service of the Library is transferred, demoted, or promoted or a former employee is reemployed in a position in the class, he shall enter the position at the same rate as he has been receiving, if there is such a rate in the scale, and, if not, at the rate next higher than the rate he has been receiving. However, if the rate received in the former position is higher than the maximum for the class, he shall receive the maximum rate.

(b) The highest or maximum rate in the scale for any class shall not be exceeded in the compensation paid to the incumbent of any position allocated to the class; provided, that an employee whose rate at the time of taking effect of these rules exceeds the maximum thus prescribed may continue at the rate during his incumbency and as long as the position occupied remains in the same class.

(c) Advances in compensation from the minimum to the maximum rate shall be by successive steps, after the completion of a prescribed period of meritorious service at the next lower rate, upon evidence satisfactory to the Chief Librarian that the employee advanced in compensation has attained and maintained a prescribed standard of efficiency and has served for the prescribed period in the position at his then rate. In the absence of any regulation to the contrary, the prescribed period of service required for an increase in compensation under this section shall be at least 12 months. Where intermediate rates are prescribed by the scale of pay ap-

plicable, the advance in rate when authorized shall be to the next higher rate in the scale. Increases in compensation shall become effective at the next quarterly date, July 1, October 1, January 1, or April 1, following their approval by the Chief Librarian. Throughout these rules the procedure governing increases in rates of pay is limiting and not mandatory, and no increase is to become effective unless specifically authorized and unless the necessary appropriation of funds therefor has been made.

Rule 9. Amendment of the Compensation Plan. Whenever in the judgment of the Chief Librarian not enough qualified applicants can be secured to meet the needs of the Library by reason of the fact that the schedule of compensation for a given class is too low with relation to other classes or to similar or related outside employments, he shall propose to the Board of Trustees a revised schedule of compensation for such class, and also for any related classes the rate for which would be thrown out of due relation by the adoption of such revised schedule. The Chief Librarian shall likewise propose revisions downward whenever, in his opinion, there is reason to believe that the existing rates of compensation are too high. Such revised schedules of compensation shall become effective when approved by the Board of Trustees.

Rule 10. Adjustment of Existing Rates to the Compensation Plan. The following rules shall be used in determining the compensation of incumbents of positions at the time of the taking effect of these rules to bring such rates into conformity with the compensation plan:

(a) The rate of pay of an employee receiving less than the minimum prescribed for his class shall be increased forthwith to such minimum; provided, however, that no increase in rate under this provision shall be made to exceed 20 per cent of the rate then in effect in any one year.

(b) The rate of pay of an employee receiving more than the maximum prescribed for his class shall not, because of the application of these rules, be reduced during his incumbency of the same position and class, but the rate of pay of his successor in the same position and class shall conform to the schedule of compensation prescribed by the compensation plan.

(c) The rate of pay of an employee now paid at a rate between the minimum and the maximum of his class, which does not correspond with any intermediate rate, shall be adjusted to the next higher rate for the class.

APPENDIX 5

LIBRARIES WHICH COOPERATED IN THE STUDY BY SUPPLYING QUESTIONNAIRES

(Arranged alphabetically according to the city in which located)

Agricultural & Mechanical College, Agricultural College, Miss.
Massachusetts Agricultural College, Amherst.
University of Michigan Library, Ann Arbor.
Antigo (Wis.) Free Public Library.
Atlanta (Ga.) Carnegie Library.
Placer Union High School Library, Auburn (Calif.).
Aurora (Ind.) Public Library.
Texas State Library, Austin.
Bangor (Me.) Public Library.
Beaumont (Tex.) High School Library.
Birmingham (Ala.) Public Library.
North Dakota State Library Commission, Bismarek.
Indiana University Library, Bloomington.
Boise (Idaho) High School Library.
Boise (Idaho) Carnegie Public Library.
Boston (Mass.) Social Law Library.
Massachusetts State Library, Boston.
Library, Stone and Webster, Boston.
Boulder (Colo.) Public Library.
Western Kentucky State Normal School, Bowling Green.
Bridgeport (Conn.) High School Library.
Brookline (Mass.) Public Library.
Pratt Institute Free Library, Brooklyn (N. Y.).
Brooklyn (N. Y.) Public Library.
Bryn Mawr (Pa.) College Library.
Grosvenor Library, Buffalo (N. Y.).
Butler (Pa.) Senior High School Library.
Bushnell (Ill.) Public Library.
Cairo (Ill.) Public Library.
Missouri State Normal School Library, Cape Girardeau.
Southern Illinois State Normal Library, Carbondale.
Cedar Falls (Iowa) Public Library.
Cedar Rapids (Iowa) Public Library.
University of North Carolina Library, Chapel Hill.
Eastern Illinois State Normal School Library, Charleston.
Chicago Public Library.
Ryerson Library, Chicago.
Cincinnati (Ohio) Public Library.
University of Chicago Library, Chicago.
Cleveland Public Library.
New Hampshire State Library, Concord.
Danbury (Conn.) Public Library.
Davenport (Iowa) Public Library.
Denver (Colo.) Public Library.
Des Moines (Iowa) Public Library.
Iowa State Library, Des Moines.
College of the City of Detroit.
Detroit Teachers' College Library.

Detroit Public Library.
 Duluth (Minn.) Public Library.
 East Orange (N. J.) Free Public Library.
 Elkhart (Ind.) Carnegie Public Library.
 El Paso (Tex.) Public Library.
 Emporia (Kans.) Free Library.
 Colorado State Agricultural College, Fort Collins.
 Fort Collins (Colo.) Public Library.
 Fort Worth (Tex.) Carnegie Public Library.
 Fresno County (Calif.) Free Library.
 Galesburg (Ill.) Public Library.
 Gary (Ind.) Public Library.
 Genesee (Ill.) Public Library.
 Grand Forks (N. D.) Public Library.
 Colorado State Teachers' College Library, Greeley.
 Greensboro (N. C.) Public Library.
 Guthrie (Okla.) Carnegie Library.
 Washington County (Md.) Free Library, Hagerstown.
 State Library and Museum, Harrisburg (Pa.).
 Hibbing (Minn.) Public Library.
 Hutchinson (Kans.) Senior High School Library.
 Indiana State Library, Indianapolis.
 Shortridge High School Library, Indianapolis.
 Jacksonville (Fla.) Public Library.
 Jacksonville (Ill.) Public Library.
 Joliet (Ill.) Public Library.
 Kalamazoo (Mich.) Public Library.
 Kansas City (Mo.) Public Library.
 Kearney (Nebr.) State Normal School.
 Laconia (N. H.) Public Library.
 La Junta (Colo.) Young Folks' Library.
 Michigan State Library, Lansing.
 Laramie (Wyo.) Carnegie Public Library.
 Leonia (N. J.) High School Library.
 Lexington (Ky.) Public Library.
 Lincoln (Nebr.) High School Library.
 Long Beach (Calif.) Public Library.
 Louisville (Ky.) Free Public Library.
 South Dakota State Normal School Library, Madison.
 Madison (Wis.) Free Library.
 Mason City (Iowa) Public Library.
 Wisconsin Free Library Commission, Madison.
 Graves Public Library, Mendota (Ill.).
 Stout Institute Library, Menomonie (Wis.).
 Milwaukee (Wis.) Public Library.
 Minneapolis (Minn.) Public Library.
 Vermont State Library, Montpelier.
 Morristown (N. J.) Library and Lyceum.
 Goodman Library, Napa (Calif.).
 Yale University Library, New Haven (Conn.).
 New Orleans Public Library.
 Orleans Parish Medical Society Library, New Orleans (La.).
 American Geographical Society Library, New York City.
 Union Theological Seminary Library, New York City.
 Barringer High School Library, Newark (N. J.).
 Newburyport (Mass.) Public Library.
 Norfolk (Va.) Public Library.
 Illinois State Normal University Library, Normal.
 The University of Oklahoma Library, Norman.
 Smith College Library, Northampton (Mass.).

Oak Park (Ill.) and River Forest Township High School Library.
Oakland (Calif.) Free Library.
Oklahoma City (Okla.) Carnegie Public Library.
Omaha (Nebr.) Technical High School Library.
Oxnard (Calif.) Public Library.
Pasadena (Calif.) Public Library.
Peoria (Ill.) Public Library.
West Philadelphia (Pa.) High School for Girls Library.
Little Rock Township Public Library, Plano (Ill.).
Plattsburg (N. Y.) Public High School Library.
Buffalo Township Free Public Library, Polo (Ill.).
Pontiac (Ill.) Public Library.
Pontiac (Mich.) Public Library.
Library Association of Portland (Ore.).
Vassar College Library, Poughkeepsie (N. Y.).
Providence (R. I.) Athenaeum Library.
Library of Brown University, Providence.
Reno (Nev.) Free Public Library.
Virginia State Library, Richmond.
Riverside (Calif.) Public Library.
Eastman Kodak Company Kodak Park Library, Rochester (N. Y.).
Rochester (N. Y.) Jefferson Junior High School Library.
California State Library, Sacramento.
San Diego (Calif.) Public Library.
San Francisco Public Library.
Savannah (Ga.) Public Library.
Seattle Broadway High School Library (Wash.).
Seattle (Wash.) Public Library.
Sioux City (Iowa) Senior High School Library.
Spokane (Wash.) North Central High School Library.
The Lincoln Library, Springfield (Ill.).
St. Louis Public Library.
Stockton (Calif.) Free Public Library.
Tacoma (Wash.) Stadium High School Library.
Tacoma (Wash.) Public Library.
Toledo (Ohio) Public Library.
Kansas State Historical Society, Topeka.
Kansas State Library, Topeka.
Maryland State Normal School Library, Towson.
New Jersey State Normal School Library, Trenton.
Tulsa (Okla.) High School Library.
North Dakota State Normal School Library, Valley City.
Brumback County Library, Van Wert (Ohio).
Wakefield (N. H.) Public Library.
Department of Agriculture Library, Washington (D. C.).
Library of Congress, Washington (D. C.).
Bureau of Fisheries Library, Washington (D. C.).
Army War College Library, Washington (D. C.).
Washington (D. C.) Public Library.
Waterloo (Iowa) Public Library.
Wilmette (Ill.) Free Public Library.
Wilmington (Del.) Institute Free Library.
Worcester (Mass.) Free Public Library.
Greene County Library, Xenia (Ohio).
Youngstown (Ohio) Public Library.

APPENDIX 6

COMPLETE SPECIFICATIONS FOR 170 CLASSES OF LIBRARY POSITIONS ¹

ASSISTANT CHIEF OF CATALOG DEPARTMENT

Duties: To assist a Chief of Catalog Department, Grade 5 or Grade 6, in directing the work of the department by handling administrative detail, assisting individuals in the department with their problems, and taking charge when the Chief is absent; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; collecting and tabulating data to be used in reports and memorandums; arranging hours for members of the staff; hearing and adjusting complaints; instructing new appointees; attending and assisting with staff meetings; handling correspondence; making recommendations regarding matters involving cataloging policy; reading books and book reviews and making suggestions with regard to the selection and purchase of books; coordinating the work of various groups in the department.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in cataloging work and one year in a supervisory position, or (2) education equivalent to that represented by graduation from a standard four year high school, a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work and one year in a supervisory position, or (3) some other combination of education, library training, and library experience that indicates ability successfully to perform the duties of Assistant Chief of Catalog Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; thorough knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Addition Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2280 2400 2520 2640.

¹In this appendix the specifications for the various classes are arranged alphabetically according to titles. Therefore the specifications for any particular class of positions can readily be located only when the exact title is known. In case the exact title is not known, it can readily be found by referring to appendix 1, in which the classes are listed schematically (that is, according to the kind of work). Specifications that have been prepared for some fifty classes of positions are not printed in this report but are available for inspection or copying; these classes are listed on pages 197 and 198.

ASSISTANT CHIEF OF CIRCULATION DEPARTMENT

Duties: To assist a Chief of Circulation Department, Grade 4 or Grade 5, in directing the work of the department by handling administrative detail, assisting individuals in the department with their problems, and taking charge when the Chief is absent; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; collecting and tabulating data to be used in reports and memorandums, arranging hours for members of the staff; hearing and adjusting complaints; instructing new appointees; attending and assisting with staff meetings; handling correspondence; making lists of wanted books; reading books and book reviews and making suggestions with regard to the selection and purchase of books; coordinating the work of various groups in the department.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in work involving contact with the public and one year in a supervisory position, or (2) education equivalent to that represented by graduation from a standard four-year high school, a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public and one year in a supervisory position, or (3) some other combination of education, library training, and library experience that indicates ability successfully to perform the duties of Assistant Chief of Circulation Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; thorough knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of cataloging experience.

Recommended Annual Compensation: \$2280 2400 2520 2640.

ASSISTANT CHIEF OF ORDER DEPARTMENT

Duties: To assist with the supervisory and related work involved in obtaining books and other library material by purchase, gift, exchange, and transfer in an order department having a staff equivalent to more than 12 full time employees in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Assisting in laying out the work for members of the department and seeing that all are effectively employed; giving advice and suggestions to members of the staff and aiding them with their difficult problems; making recommendations with regard to securing books and other library material economically; helping to develop the ordering work to meet the needs of the library; preparing reports and memorandums; interviewing and instructing new appointees; making working schedules for members of the staff; conferring with those in other departments; assigning books to be read and reviewed and making recommendations with regard to selection and ordering; visiting local dealers to place rush and bargain orders; acting in place of the Chief of the Order Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in ordering work and one year in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Assistant Chief, Order Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, book markets, publishers, editions, publishing standards, publishers' output, copyright laws and regulations, and customs laws and regulations as they relate to books; knowledge of ordering procedure and difficulties and of the uses made of trade catalogs, bibliographies, and book lists; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two foreign languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of library experience involving close contact with those who vend books and other library material.

Recommended Annual Compensation: \$2400 2580 2760 2940.

ASSISTANT, DEPARTMENT FOR THE BLIND

Duties: Under supervision, to perform miscellaneous duties connected with the ordering, cataloging, circulation, reference, and other work in a department for the blind in a library; and to perform other work as required.

Examples of Typical Tasks: Classifying, indexing, cataloging, listing, and shelving new material in the room for the blind; registering new readers; sending out library material to blind readers in their homes; giving instruction in Braille; charging and discharging books and other material; helping readers to make use of the literature.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, one year of which shall have been in work with the blind, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Assistant, Department for the Blind; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers' guides, and other library tools; knowledge of the methods used in carrying on work for the blind; sympathy for and understanding of the blind; tact; good judgment; patience.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; technical proficiency in Braille writing.

Recommended Annual Compensation: \$1620 1740 1860 1980.

ASSISTANT SUPERINTENDENT OF WORK WITH CHILDREN

Duties: Under the direction of a Superintendent of Work with Children, Grade 2, 3, or 4, to have charge of the school work done in the main library, in branches, and in public and private schools; to act for the Superintendent of Work with Children in his absence; and to perform other work as required.

Examples of Typical Tasks: Selecting books and library material for school and classroom libraries, according to grades and special needs; instructing and supervising assistants working with school libraries; passing upon or making recommendations regarding requests for books, material, and equipment; seeing that the various children's rooms have adequate book collections; helping to adjust serious complaints; visiting and conferring with members of the staff, principals, teachers, parents, and others; reading and annotating books and making recommendations regarding purchases; giving lectures and talks before training classes, mother's clubs, and meetings of teachers and parents; planning exhibits and special book weeks; handling important correspondence; preparing memorandums and reports; collecting, analyzing, and interpreting statistics relating to school work; acting for the Superintendent in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and three years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in school or children's work and one year in a supervisory position involving the direction of a staff of three or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Assistant Superintendent of Work with Children; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of school and children's literature and work; knowledge of child psychology and sympathetic understanding of children; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in school or children's work and literature; considerable knowledge of the population and geography of the city.

Recommended Annual Compensation: \$2280 2400 2520 2640.

BOOK WAGON ASSISTANT

Duties: Under supervision, to do work, mostly of a clerical or mechanical nature, in connection with the delivery of books by wagon or truck to rural districts; and to perform other work as required.

Examples of Typical Tasks: Getting out books and other library material to interest patrons or to fill their orders; filling the shelves of the book wagon; accompanying the book wagon on trips to rural districts; charging and discharging books and other library material; typing book cards and lists; filing shelf list cards; locating lost books; slipping and carding books; placing books on shelves; revising the book wagon shelves.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions; pleasing personal appearance; physical strength; ability to get along well with others; knowledge of and liking for books; accuracy; speed in performing clerical and mechanical operations.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

BOOK WAGON SUPERVISOR

Duties: To have charge of the book wagon service to library patrons living in isolated and rural districts who cannot visit the library in person; and to perform other work as required.

Examples of Typical Tasks: Arranging material for and overseeing deliveries to patrons served by the book wagon; planning itineraries and schedules for the book wagon; selecting books suitable for rural readers; accompanying the book wagon on trips; looking up requests; checking supplies sent out; making wanted lists; handling reserves and overdues; compiling reports of circulation and other work done by the book wagon; attending meeting and addressing groups.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of library experience involving contact with the public, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Book Wagon Supervisor; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; knowledge of rural people and their interests and needs; ability to lay out work for others, to direct them in their work, and to get them to work together, effectively; pleasing personal appearance; physical strength; ability to get along well with others.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; specialization in rural problems.

Recommended Annual Compensation: \$2040 2160 2280 2400.

BRANCH LIBRARIAN, GRADE 2

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building

and equipment, of a branch library where assistance equivalent to not to exceed half of the time of one assistant is available for library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: Charging and discharging books; registering new readers; answering questions asked by readers and assisting them to make use of the facilities of the library; looking up information for readers and doing other floor work; making lists on timely subjects; doing general reference work; reading books and book reviews and making suggestions as to book selection and ordering; handling overdues and reserves; keeping circulation statistics; recording periodicals and putting them in binders; typing or writing cards; revising shelves; checking and filing records; doing lost card work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and six months of experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 2; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; marked liking for and knowledge of books; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1680 1800 1920 2040.

BRANCH LIBRARIAN, GRADE 3

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building and equipment, of a branch library where assistance equivalent to at least half the time of one person and not to exceed the equivalent of the full time of two persons is available for library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: Seeing that books and other library material are made available for patrons of the branch; answering questions asked by readers and assisting them to make use of the facilities of the branch; looking up information for readers and doing other floor work; doing general reference work; instructing assistants and arranging their time and work schedules; making and maintaining publicity and neighborhood contacts; seeing that the building is maintained in good condition and keeping order in the branch; selecting books to be added to or withdrawn from the branch collection; giving lectures and book talks to neighborhood organizations; planning exhibits, special collections, and book displays; keeping records of personnel and finances; handling correspondence; preparing reports and memorandums; recommending the extension or curtailment of library work in the neighborhood; attending meetings of Branch Librarians; when neces-

sary or when not otherwise engaged, charging and discharging books, registering new readers, handling overdues and reserves, keeping circulation statistics, recording periodicals and putting them in binders, revising shelves, checking and filing records, and doing lost card work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; marked liking for and knowledge of books; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: The completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2040 2160 2280 2400.

BRANCH LIBRARIAN, GRADE 4

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building and equipment, of a branch library where assistance equivalent to the full time of three to five persons is available for library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: Laying out the work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; personally answering difficult questions asked by readers and assisting them to make use of the facilities of the branch; doing difficult reference work; making and maintaining publicity and neighborhood contacts; seeing that the building is maintained in good condition and keeping order in the branch; selecting books to be added to or withdrawn from the branch collection; giving lectures and book talks to neighborhood organizations; planning exhibits, special collections, and book displays; keeping records of personnel and finances; handling correspondence; preparing reports and memorandums; recommending the extension or curtailment of library work in the neighborhood; attending meetings of Branch Librarians.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and three years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in work involving contact with the public and one year in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of circulation or cataloging experience in a main library.

Recommended Annual Compensation: \$2160 2340 2520 2700.

BRANCH LIBRARIAN, GRADE 5

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building and equipment, of a branch library with a staff equivalent to six to nine persons giving their full time to library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: See Branch Librarian, Grade 4.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in work involving contact with the public and one year in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 5; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of circulation or cataloging experience in a main library.

Recommended Annual Compensation: \$2400 2580 2760 2940.

BRANCH LIBRARIAN, GRADE 6

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building and equipment, of a branch library with a staff equivalent to ten to fourteen persons giving their full time to library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: See Branch Librarian, Grade 4.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public and one year in a supervisory position involving the direction of a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 6; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to direct

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them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of circulation or cataloging experience in a main library.

Recommended Annual Compensation: \$2700 2880 3060 3240.

BRANCH LIBRARIAN, GRADE 7

Duties: Under the direction of the Chief Librarian, the Assistant Librarian, or the Superintendent of Branches, to have charge of the operations and activities, including the custody and maintenance of the building and equipment, of a branch library with a staff equivalent to fifteen or more persons giving their full time to library (as distinguished from maintenance) work; and to perform other work as required.

Examples of Typical Tasks: See Branch Librarian, Grade 4.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public and two years in a supervisory position involving the direction of a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Branch Librarian, Grade 7; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; industry; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of circulation or cataloging experience in a main library.

Recommended Annual Compensation: \$3000 3180 3360 3540.

CATALOGER

Duties: Under the direction of the Chief Librarian in a library with a total staff not exceeding ten, to do the cataloging of books and other documents; and to perform other work as required.

Examples of Typical Tasks: Looking up information required in cataloging; assigning subject headings, classification numbers, and book numbers for books and other documents; ordering Library of Congress cards; writing cards longhand or on the typewriter, proofing, sorting, checking, and filing cards; keeping accession records.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school and one year of cataloging experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least three years of

which shall have been in cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Cataloger; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of cataloging procedure and difficulties and of the uses made of catalogs, bibliographies, and lists; knowledge of library organization, procedure, policy, aims, and service; liking for and knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in literature in college work; reading knowledge of two or more foreign languages and some familiarity with the literature in those languages; ability to operate the typewriter.

Recommended Annual Compensation: \$1740 1860 1980 2100.

CATALOGER-TYPIST

Duties: Under supervision, to do typing and related work in connection with the cataloging of books and other library material in the cataloging department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Typing catalog, book, and other cards, lists, slips, and other records; proofing cards and lists; doing simple filing.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; ability to operate a typewriter using the touch system; knowledge of and liking for books.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1200 1320 1440 1560.

Name of Group of Classes

CHIEF CATALOG SPECIALIST

Titles of Typical Classes in the Group ¹

CHIEF CATALOG SPECIALIST, CIVICS
 CHIEF CATALOG SPECIALIST, ECONOMICS
 CHIEF CATALOG SPECIALIST, HISTORY
 CHIEF CATALOG SPECIALIST, PHYSICS AND CHEMISTRY
 CHIEF CATALOG SPECIALIST, BIOLOGY
 CHIEF CATALOG SPECIALIST, MATHEMATICS
 CHIEF CATALOG SPECIALIST, PHILOSOPHY
 CHIEF CATALOG SPECIALIST, RELIGION
 CHIEF CATALOG SPECIALIST, ENGLISH LITERATURE

¹ No attempt is made to list all the classes in the group.

CHIEF CATALOG SPECIALIST, PHILOLOGY
CHIEF CATALOG SPECIALIST, TECHNOLOGY
CHIEF CATALOG SPECIALIST, FINE ARTS
CHIEF CATALOG SPECIALIST, MUSIC

Duties: Subject to administrative authorization and approval, to have charge of the cataloging of books and other library material in a special field of knowledge involving the most difficult cataloging problems and requiring special preparation, frequent contact with an exacting group of readers mostly engaged in important research work, detailed knowledge both of the subject matter and of the literature in the field, and the direction of a staff including at least two Junior or Senior Catalog Specialists; to aid in the selection of books and other material in the field; and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; extensive successful experience in a library using modern methods, three years of which shall have been in cataloging work, two years of which shall have been of such a nature as to involve contact with the public, and two years of which shall have been of such a character as to require the direction of others; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policies, aims and service; wide knowledge of bibliographical tools and methods, of cataloging procedure and difficulties, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and of the printed matter in the special field in those languages; marked aptitude for and ability in research; resourcefulness; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter, of the literature in the field, and of at least one system of classification.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3300 3540 3780 4020.

**CHIEF LIBRARIAN, CLASS 2 COLLEGE OR UNIVERSITY
LIBRARY**

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which not to exceed the equivalent of half of the time of one assistant engaged in library work is available; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the faculty and students; maintaining discipline in the library; preparing the budget for approval; keeping accounts of book purchases by departments of the college or university; selecting, ordering, accessioning, cataloging, and shelving books and other material; helping readers to make use of the library; charging and discharging books; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; negotiating gifts; giving instruction in library science; meeting with faculty, library, and other committees; attending conventions of librarians; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 2 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Recommended Annual Compensation: \$1860 1980 2100 2220.

CHIEF LIBRARIAN, CLASS 3 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to at least half the time of one person and not to exceed the equivalent of the full time of two persons is available for library work; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 College or University Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and two years of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 3 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2100 2280 2460 2640.

CHIEF LIBRARIAN, CLASS 4 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to the full time of two or three persons is available for library work; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 College or University Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in a library using modern methods, one year of which shall have been in work involving contact with the public, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 4 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2400 2580 2760 2940.

CHIEF LIBRARIAN, CLASS 5 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to the full time of four or five persons is available for library work; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 College or University Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, one year of which shall have been a supervising position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 5 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2700 2880 2940 3120.

CHIEF LIBRARIAN, CLASS 6 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance

equivalent to the full time of six or more persons is available for library work, at least one of whom is of Special Assistant or Supervisory Assistant rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the students and faculty; preparing and submitting the budget; keeping accounts of book purchases by departments of the university or college; interviewing applicants for positions; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; preparing working schedules for the staff; conducting staff meetings; overseeing the selection, ordering, accessioning, cataloging, charging, and discharging of books and other library material; negotiating gifts; visiting prospective donors and appraising their collections; personally handling difficult cataloging and reference work; seeing that the library building is kept in good condition and is properly used; helping to plan new buildings; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; adjusting complaints as to treatment or service; conferring with students about stack permits, research problems, and uses of the library; meeting with faculty, library, and other committees; attending library meetings and conventions; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, two years of which shall have been in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 6 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3000 3240 3480 3720

CHIEF LIBRARIAN, CLASS 7 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a university or college library in which assistance equivalent to the full time of ten or more persons is available for library work, at least two of whom are of Special Assistant or Supervisory rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 College or University Library.

Minimum Qualifications: Either (1) education equivalent or that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied

and successful experience in a library using modern methods, two years of which shall have been in a supervisory position, including one year with supervision over a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 7 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3600 3900 4200 4500.

CHIEF LIBRARIAN, CLASS 8 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to the full time of fifteen or more persons is available for library work, at least one of whom is of Junior Specialist rank and at least two others of whom are of Special Assistant rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 College or University Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, three years of which shall have been in a supervisory position, including two years with supervision over a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 8 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$4200 4500 4800 5100.

CHIEF LIBRARIAN, CLASS 9 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to the full time of twenty-five or more persons is available for library work, at least two of whom are of Junior Specialist rank and

at least two others of whom are of Special Assistant rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 College or University Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which two years shall have been in a position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and extensive experience in a library using modern methods that indicates ability successfully to perform the duties of Chief Librarian, Class 9 College or University Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$5100 5400 5700 6000.

CHIEF LIBRARIAN, CLASS 10 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance equivalent to the full time of forty or more persons is available for library work, at least three of whom are of Junior Specialist rank, and at least four others of whom are of Special Assistant rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian Class 6 College or University Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 10 or more and two years in a position involving the direction of a staff of 25 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$6000 and up.

CHIEF LIBRARIAN, CLASS 11 COLLEGE OR UNIVERSITY LIBRARY

Duties: Under the direction of the President, to have charge of the operations and activities of a college or university library in which assistance

equivalent to the full time of sixty-five or more persons is available for library work, at least four of whom are of Junior Specialist rank, and at least five others of whom are of Special Assistant rank; to instruct students and others in the use of the library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 College or University Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 20 or more and two years in a position involving the direction of a staff of 40 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$7500 and up.

CHIEF LIBRARIAN, CLASS 2 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal, to have charge of the operations and activities of a normal school library in which not to exceed the equivalent of half of the time of one assistant engaged in library work is available; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the students and faculty; preparing the budget for approval; selecting, ordering, accessioning, cataloging, and shelving books and other material; helping readers to make use of the library; charging and discharging books; preparing graded lists of books for pupils in elementary and secondary schools; giving instruction in library science to normal school students; keeping discipline and supervising the study of students in the library; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; conducting library extension work in elementary and secondary schools; attending conventions of librarians; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 2 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; considerable knowledge of modern curriculums and methods of teaching; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Some experience in a library using modern methods.

Recommended Annual Compensation: \$1860 1980 2100 2220.

CHIEF LIBRARIAN, CLASS 3 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal, to have charge of the operations and activities of a normal school library in which assistance equivalent to at least half the time of one person and not to exceed the equivalent of the full time of two persons is available for library work; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 Normal School Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 3 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; considerable knowledge of modern curriculums and methods of teaching; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2100 2280 2460 2640.

CHIEF LIBRARIAN, CLASS 4 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal to have charge of the operations and activities of a normal school library in which assistance equivalent to the full time of two or three persons is available for library work; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 Normal School Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and two years of varied and successful experience in a library using modern methods, one year of which shall have been in work involving contact with the public, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 4 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists and bibliographies; considerable knowledge of modern curriculums and methods of teaching;

ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2280 2460 2640 2820.

CHIEF LIBRARIAN, CLASS 5 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal, to have charge of the operations and activities of a normal school library in which assistance equivalent to the full time of four or five persons is available for library work; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 Normal School Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in a library using modern methods, one year of which shall have been in a position involving the direction of others, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 5 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2520 2700 2880 3060.

CHIEF LIBRARIAN, CLASS 6 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal, to have charge of the operations and activities of a normal school library in which assistance equivalent to the full time of six or more persons is available for library work, at least one of whom is of Special Assistant or Supervising Assistant rank; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval administering the library rules and regulations; see that an effective procedure is adopted and carried out to secure the use of the library facilities by students and faculty; preparing and submitting the budget; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; preparing working schedules for the staff; conducting staff meetings; overseeing the selection, ordering, accessioning, cataloging, charging, and discharging of books and other library material; directing library surveys and extension work in elementary and secondary schools; giving instruction to nor-

mal school students in library science; personally handling difficult cataloging and reference work; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; adjusting complaints as to treatment or service; making addresses before parent-teacher associations, neighborhood groups, and other organizations; attending library meetings and conventions; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, one year of which shall have been in a supervisory position involving the direction of a staff of three, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 6 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2760 2940 3120 3300.

CHIEF LIBRARIAN, CLASS 7 NORMAL SCHOOL LIBRARY

Duties: Under the direction of the President or Principal, to have charge of the operations and activities of a normal school library in which assistance equivalent to the full time of ten or more persons is available for library work, at least one of whom is of Special Assistant or Supervising Assistant rank; to give instruction in library science; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 Normal School Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, two years of which shall have been in a supervisory position, including one year with supervision over a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 7 Normal School Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3000 3240 3480 3720.

CHIEF LIBRARIAN, CLASS 2 PUBLIC LIBRARY¹

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 2 Public Library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval by the Board of Trustees or other governing body, administering library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the public; preparing the budget for approval; selecting, ordering, accessioning, cataloging, and shelving books and other material; helping readers to make use of the library; charging and discharging books; seeing that the buildings and grounds are kept in good condition; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; making addresses before women's clubs, neighborhood organizations, chambers of commerce, and other organizations; attending conventions of librarians; preparing annual and other reports.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; some knowledge of library organization, procedure, policy, aims, and service; knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1440 1560 1680.

CHIEF LIBRARIAN, CLASS 3 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 3 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least two years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library

¹ The specifications for the various classes of Chief Librarians of public libraries are based upon the preliminary report of the Committee on Schemes of Library Service, which is published as appendix 7 of this report. The qualifications for the various classes and the compensation recommended by the Bureau differ somewhat from those recommended by the Committee but the Committee's report may be used to determine the class of any public library.

training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 3 Public Library; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1620 1740 1860 1980.

CHIEF LIBRARIAN, CLASS 4 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 4 Public Library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval by the Board of Trustees or other governing body, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the public; familiarizing the public with the services the library is prepared to render; preparing and submitting the budget and assisting as may be necessary in explaining it; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; preparing working schedules for the staff; conducting staff meetings; selecting, ordering, and cataloging books and other library material; doing reference work; overseeing the circulation work, shelving, and other duties performed by the staff; seeing that the library buildings and grounds are kept in good condition and are properly used; helping to plan new buildings; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; adjusting complaints as to treatment or service; making addresses before women's clubs, neighborhood organizations, chambers of commerce, and other organizations; attending library meetings and conventions; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of varied and successful experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 4 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: The completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$1860 1980 2100 2220.

CHIEF LIBRARIAN, CLASS 5 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 5 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 4 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and two years of varied and successful experience in a library using modern methods, one year of which shall have been in work involving contact with the public, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and six years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 5 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2160 2280 2400 2520.

CHIEF LIBRARIAN, CLASS 6 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 6 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 4 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in a library using modern methods, one year of which shall have been in work involving contact with the public, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and seven years of successful and varied library experience involving the performance of increasingly complex duties, four years of which shall have been in work involving contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 6 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2460 2640 2820 3000.

CHIEF LIBRARIAN, CLASS 7 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 7 Public Library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval by the Board of Trustees or other governing body, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the public; familiarizing the public with the services the library is prepared to render; preparing and submitting the budget and assisting as may be necessary in explaining it; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; preparing working schedules for the staff; conducting staff meetings; overseeing the selection, ordering, accessioning, cataloging, charging, and discharging of books and other library material; personally handling difficult cataloging and reference work; seeing that the library buildings and grounds are kept in good condition and are properly used; helping to plan new buildings; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; adjusting complaints as to treatment or service; making addresses before women's clubs, neighborhood organizations, chambers of commerce, and other organizations; attending library meetings and conventions; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in a library using modern methods, one year of which shall have been in a supervisory position, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, four years of which shall have been in work involving contact with the public and one year in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 7 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2700 2940 3180 3420.

CHIEF LIBRARIAN, CLASS 8 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 8 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 7 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, two years of which shall have been in a supervisory position, including one year with supervision over a staff of ten or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in a supervisory position, including one year with supervision over a staff of ten or more, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 8 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3300 3600 3900 4200.

CHIEF LIBRARIAN, CLASS 9 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 9 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 7 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, three years of which shall have been in a supervisory position, including two years with supervision over a staff of ten or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in a supervisory position, including two years with supervision over a staff of ten or more, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 9 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensations \$3900 4200 4500 4800.

CHIEF LIBRARIAN, CLASS 10 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 10 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 7 Public Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which four years shall have been in a position involving the direction of a staff of ten or more and one year a staff of 20 or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and extensive successful experience in a library using modern methods, of which four years shall have been in a position involving the direction of a staff of ten or more and one year a staff of 20 or more, or (3) some other combination of education, library training, and extensive experience in a library using modern methods that indicates ability successfully to perform the duties of Chief Librarian, Class 10 Public Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$4500 5000 5500 6000.

CHIEF LIBRARIAN, CLASS 11 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 11 Public Library; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval of by the Board of Trustees or other governing body, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by the public; familiarizing the public with the service the library is prepared to render; preparing, submitting, and explaining the budget; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; passing upon matters of important library procedure or policy; advising department heads and others when difficult problems arise; seeing that the necessary records are kept and are properly used; personally handling important correspondence; interviewing readers, callers, visitors, and others as occasion demands; making addresses before women's clubs, chambers of commerce, and other organizations; attending library meetings and conventions; seeing that annual and other reports are prepared and passing upon them.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 10 or more and two years in a position involving the direction of a staff of 30 or more; abstract intelligence equal to or greater than that

represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$6000 and up.

CHIEF LIBRARIAN, CLASS 12 PUBLIC LIBRARY

Duties: Subject to the policy and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 12 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 11 Public Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 25 or more and two years in a position involving the direction of a staff of 75 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$7500 and up.

CHIEF LIBRARIAN, CLASS 13 PUBLIC LIBRARY

Duties: Subject to the policies and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 13 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 11 Public Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 50 or more and three years in a position involving the direction of a staff of 100 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$10,000 and up.

CHIEF LIBRARIAN, CLASS 14 PUBLIC LIBRARY

Duties: Subject to the policy and rules of the Board of Trustees or other governing body, to have charge of the operations and activities of a Class 14 Public Library; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 11 Public Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which three years shall have been in a position involving the direction of a staff of 100 or more and two years in a position involving the direction of a staff of 200 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$10,000 and up.

CHIEF LIBRARIAN, CLASS 2 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which not to exceed the equivalent of half the time of one assistant engaged in library work is available; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by legislators, state officials, and the public; preparing the budget for approval; preparing annual and other reports; selecting, ordering, accessioning, cataloging, and shelving books and other material; helping readers to make use of the library; doing reference work for members of the legislature and other state officials; aiding research students and others in the use of the archives, documents, and other library material; giving advice and assistance to local libraries throughout the state; furnishing extension service to communities without libraries; making addresses before historical societies and other organizations.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 2 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Recommended Annual Compensation: \$1860 1980 2100 2220.

CHIEF LIBRARIAN, CLASS 3 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to at least half the time of one person and not to exceed the equivalent of the full time of two persons is available for library work; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and two years of varied and successful experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 3 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2100 2280 2460 2640.

CHIEF LIBRARIAN, CLASS 4 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to the full time of two or three persons is available for library work; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in a library using modern methods, one year of which shall have been in work involving contact with the public, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 4 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of library experience in a supervisory position.

Recommended Annual Compensation: \$2400 2580 2760 2940.

CHIEF LIBRARIAN, CLASS 5 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance

equivalent to the full time of four or five persons is available for library service; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 2 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, one year of which shall have been in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 5 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2700 2880 2940 3120.

CHIEF LIBRARIAN, CLASS 6 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to the full time of six or more persons is available for library work, two of whom are of Special Assistant or Supervising Assistant rank; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by legislators, state officials, and the public; familiarizing the public with the library services the state library is prepared to render; preparing and submitting the budget and assisting as may be necessary in explaining it; helping to plan new buildings; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; preparing working schedules for the staff; conducting staff meetings; overseeing the selection, ordering, accessioning, cataloging, charging, and discharging of books and other library material; personally handling difficult cataloging and reference work; directing and supervising the legislative reference, extension, and other special services of the state library; having the custody of state archives and documents; making recommendations as to the disposal of surplus reports, records, and papers; preparing bulletins, manuals, and special reports on the work of the state library and the state government as a whole; handling correspondence; interviewing readers, callers, visitors, and others as occasion demands; adjusting complaints as to treatment or service; making addresses before historical societies and other organizations; attending library meetings and conventions; preparing annual and other reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in one or more libraries using modern methods, two years of which shall have been in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the

duties of Chief Librarian, Class 6 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3000 3240 3480 3720.

CHIEF LIBRARIAN, CLASS 7 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a Class 7 State Library in which assistance equivalent to the full time of ten or more persons is available for library work, at least one of whom is of Junior Specialist rank and at least two others of whom are of Special Assistant or Supervising Assistant rank; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, two years of which shall have been in a supervisory position, including one year with supervision over a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 7 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3600 3900 4200 4500.

CHIEF LIBRARIAN, CLASS 8 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to the full time of fifteen or more persons is available for library work, at least one of whom is of Junior Specialist rank and at least three of whom are of Special Assistant or Supervisory Assistant rank; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of varied and successful experience in a library using modern methods, three years of which shall have been in a supervisory position, including two years with supervision over a staff of five or more, or (2) some other combination

of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief Librarian, Class 8 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, classification plans, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$4200 4500 4800 5100.

CHIEF LIBRARIAN, CLASS 9 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to the full time of twenty or more persons is available for library work, at least two of whom are of Junior Specialist rank and at least four others of whom are of Special Assistant or Supervising Assistant rank; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 6 State Library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of five or more and two years a staff of ten or more, or (2) some other combination of education, library training, and extensive experience in a library using modern methods that indicates ability successfully to perform the duties of Chief Librarian, Class 9 State Library; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$5100 5400 5700 6000.

CHIEF LIBRARIAN, CLASS 10 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a state library in which assistance equivalent to the full time of thirty or more persons is available for library work, at least three of whom are of Junior Specialist rank and at least five others of whom are of Special Assistant or Supervisory Assistant rank; and to perform other work as required.

Examples of Typical Tasks: Preparing, recommending, and, after approval, administering the library rules and regulations; seeing that an effective procedure is adopted and carried out to secure the use of the library facilities by legislators, state officials, and the public; familiarizing the public with the service the state library is prepared to render; preparing, submitting, and explaining the budget; directing and supervising

the legislative reference, extension, and other special services of the state library; having custody of state archives and documents; making recommendations as to the disposal of surplus reports, records, and papers; supervising the compilation of manuals, year books, and special reports on the work of state departments; laying out the work for members of the staff, seeing that they are effectively employed, and helping them with their difficult problems; passing upon matters of important library procedure or policy; advising library department heads and others when difficult problems arise; seeing that the necessary records are kept and are properly used; personally handling important correspondence; interviewing readers, callers, visitors, and others as occasion demands; making addresses before historical societies and other organizations; attending library meetings and conventions; seeing that annual and other reports are prepared and passing upon them.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 10 or more and two years in a position involving the direction of a staff of 25 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$6000 and up.

CHIEF LIBRARIAN, CLASS 11 STATE LIBRARY

Duties: Subject to administrative authorization and approval, to have charge of the operations and activities of a Class 11 State Library where assistance equivalent to the full time of fifty or more persons is available for library work; and to perform other work as required.

Examples of Typical Tasks: See Chief Librarian, Class 10 State Library.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, supplemented by extensive successful experience of a varied character in a library using modern methods, of which five years shall have been in a position involving the direction of a staff of 20 or more and two years in a position involving the direction of a staff of 40 or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; marked ability to lay out work for others, to direct them in their work, and to get them to work together effectively; unusual ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$7500 and up.

CHIEF OF ART DEPARTMENT, GRADE 1

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over an art department with a staff equivalent to two

or three full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Developing the library's collection of books and other material on painting, sculpture, architecture, engraving, ceramics, metal work, textiles, and other arts; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the reference procedure and material to meet the needs of the public; preparing reports and memorandums and making recommendations in matters of reference policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; lecturing on art; advising schools, clubs, and other organizations as to collections, exhibits, programs, and related activities; personally handling difficult or important correspondence; conferring with the heads of other departments; reading and reviewing books and making suggestions with regard to selection and purchase.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in art work in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in art and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Art Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of art books and other art material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; keen appreciation and considerable knowledge of art; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the art literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a recognized school of art; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public; technical proficiency in some branch of art; foreign travel.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF ART DEPARTMENT, GRADE 2

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over an art department with a staff equivalent to four to six full time assistants in a library where there is a relatively fine division of labor and considerable specialization and to perform other work as required.

Examples of Typical Tasks: See Chief of Art Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful experience in a library using modern methods, two years of which shall have been in art work, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with

specialization in art and two years of successful experience in a library using modern methods, one year of which shall have been in art work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Art Department, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of art books and other art material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; keen appreciation and considerable knowledge of art; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the art literature in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a recognized school of art; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public; technical proficiency in some branch of art; foreign travel.

Recommended Annual Compensation: \$2280 2400 2520 2640.

CHIEF OF ART DEPARTMENT, GRADE 3

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over an art department with a staff equivalent to seven or more full time assistants, at least two of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Art Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, two years of which shall have been in art work and one year in a supervisory position, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in art and five years or successful experience in a library using modern methods, two years of which shall have been in art work and one in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Art Department, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of art books and other art material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; keen appreciation and considerable knowledge of art; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and some knowledge of the art literature in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a recognized school of art; two years of experience in cataloging work; technical proficiency in some branch of art; foreign travel.

Recommended Annual Compensation: \$2400 2580 2760 2940.

CHIEF OF CATALOG DEPARTMENT, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent to two or four full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out the cataloging and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the library; making recommendations in matters of cataloging policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; handling correspondence; preparing reports and memorandums; conferring with the heads of other departments; reading and reviewing books and making suggestions with regard to their selection and purchase.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF CATALOG DEPARTMENT, GRADE 2

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent to five to seven full time assistants in a library where there is relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Catalog Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful experience in a library using modern methods, two years of which shall have been in cataloging work, or (2) education equivalent to that

represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work and one year in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2280 2400 2520 2640.

CHIEF OF CATALOG DEPARTMENT, GRADE 3

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent in size to eight to twelve full time assistants, at least two of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Catalog Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of experience in a library using modern methods, three years of which shall have been in cataloging work and one year in a supervisory position, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of library experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2400 2580 2760 2940.

CHIEF OF CATALOG DEPARTMENT, GRADE 4

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent to 13 to 19 full time assistants, at least three of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Catalog Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in cataloging work and two years in a supervisory position, one year of which shall have involved the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2700 2880 3060 3240.

CHIEF OF CATALOG DEPARTMENT, GRADE 5

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent to 20 or more full time assistants, at least four of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Catalog Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in cataloging work and two years in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 5; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$3000 3240 3480 3720.

CHIEF OF CATALOG DEPARTMENT, GRADE 6

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a catalog department with a staff equivalent to 25 or more full time assistants, at least five of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Catalog Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in a supervisory position in cataloging work involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Catalog Department, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, cataloging procedure and problems, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$3600 3900 4200 4500.

CHIEF OF CHILDREN'S ROOM, GRADE 1

Duties: Under the direction of the Librarian, the Assistant Librarian, the Superintendent of Work with Children, or other supervisor, to have charge of the work in the children's room of a main or a branch library with a staff equivalent to 2 to 4 full time assistants in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Planning, organizing, and supervising the work in the children's room; securing books and other material for the children's room; telling stories and giving book talks; instructing new members of the staff; holding staff meetings and conferences; conducting classes through the children's room; advising teachers and parents; doing difficult reference work; attending conferences on work with children; preparing lists for grades and for vacation reading; maintaining discipline in the children's room; preparing memorandums and reports; supervising the preparation of special exhibits and collections; making neighborhood contacts and doing publicity work; directing the sending out of books, pictures, and other material to schools; reading and reporting on new books

and making recommendations as to purchases; in rush periods charging and discharging books, registering new readers, and putting the room in order.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in children's work and literature, and one year of successful experience in work with children in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Children's Room, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of children's work and familiarity with the field of children's literature; wide knowledge of catalogs, lists, classification plans, bibliographical methods and tools, and the uses made of them; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; understanding of and liking for children; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college, with specialization in children's literature and work; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF CIRCULATION DEPARTMENT, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a circulation department with a staff equivalent in size to two to four full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out the work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; helping readers on the floor; adjusting complaints; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; handling correspondence; preparing reports and memorandums; conferring with the heads of other departments, reading and reviewing books and making suggestions with regard to the selection and purchase of books.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Circulation Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to

direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF DEPARTMENT FOR THE BLIND

Duties: Subject to administrative authorization and approval, to have charge of the work for the blind in a public or other library; and to perform other work as required.

Examples of Typical Tasks: Securing books, pamphlets, and other material printed in Braille or other characters for the use of blind readers; instructing and supervising the work of home teachers, visitors, and other assistants, both paid and voluntary, in the department for the blind; planning courses of study for blind readers; cooperating with embossing companies and others publishing literature for the blind; visiting the blind in their homes.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work with the blind, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work with the blind, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Department for the Blind; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; understanding of the psychology of the blind; considerable ability to give instruction and assistance to blind readers; accuracy; tact; good judgment.

Desirable Additional Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; technical proficiency in Braille writing.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF EXTENSION WORK, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have charge of the extension service in a library organization where the staff assisting with such work is equivalent to two to four full time assistants; and to perform other work as required.

Examples of Typical Tasks: Planning and directing the extension service to schools, hospitals, factories, settlements, and other institutions and groups; visiting libraries and advising them on library organization and procedure, building plans, budgets, book selection, and other library problems; encouraging the establishment of libraries in communities without adequate facilities; assisting in the classifying and cataloging of school and other libraries; collecting and compiling statistics on library work in the territory served; directing the work of assistants; handling correspondence; preparing reports.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing including one year in a technical library school, and one year of successful experience in library extension work, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Extension Work, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books for adults and children; considerable knowledge of the library needs, reading habits, and interests of the people in the territory served; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; considerable knowledge of the population and geography of the city, county, or state.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF HISTORY DIVISION

Duties: Under the direction of the Librarian, the Assistant Librarian, of the Chief of Reference Department, to have supervision over the History Division with a staff equivalent to four or more full time assistants in the reference department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally handling difficult reference problems; laying out the reference and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the reference procedure and material to meet the needs of the public; interviewing and instructing new appointees; making working schedules for members of the staff; personally handling difficult or important correspondence; reading and reviewing books and making recommendations with regard to their selection and purchase.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in reference work in history in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in history and two years of successful experience in a library using modern methods, one year of which shall have been in reference work in history, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of the Chief of History Division; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and knowledge of the historical literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Post graduate work in history or completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2340 2460 2580 2700.

CHIEF OF MUSIC DEPARTMENT, GRADE 1

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a music department with a staff equivalent to two or three full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Developing the library's collection of musical literature and other material; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the procedure and material to meet the needs of the public; preparing reports and memorandums and making recommendations in matters of policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; personally handling difficult or important correspondence; conferring with the heads of other departments; reading and reviewing books, manuscripts, and other musical literature and making suggestions with regard to selection and purchase; lecturing on musical subjects; making contacts between the library and musicians and musical organizations.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in music work in a library using modern methods, or (2) education equivalent to that represented by graduation from a school of music of recognized standing and one year of successful experience in the music department in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Music Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other music material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; musical taste and appreciation; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the musical literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public; technical proficiency in music.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF OPEN SHELF DEPARTMENT, GRADE 1

Duties: Under the direction of the Librarian, the Assistant Librarian, or other supervisor, to have supervision over an open shelf department with

a staff equivalent to two to four full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Selecting books for the open shelf collection; assisting and advising readers; looking up desired information; laying out the work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; handling correspondence; preparing reports and memorandums; conferring with the heads of other departments; reading and reviewing books and making suggestions with regard to their selection and purchase.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Open Shelf Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; knowledge of books and other reference material and of classification plans, catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience; reading knowledge of two foreign languages and some knowledge of the printed matter in those languages.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF ORDER DEPARTMENT, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to organize, plan, and supervise the work of obtaining books and other library material by purchase, gift, exchange, and transfer where there is a staff equivalent to not more than three persons giving full time to such work in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out the ordering and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the ordering procedure to meet the needs of the library; making recommendations in matters of ordering policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; handling correspondence; preparing reports and memorandums; conferring with the heads of other departments; reading and reviewing books and making

suggestions with regard to selection and purchase; preparing estimates of expenditure for the approval of the Chief Librarian; preparing monthly and annual reports of orders and accessions; recommending the allotment of the book fund to departments and branches; handling correspondence with publishers and dealers; interviewing book agents; visiting local book stores to find bargains and approval items; making annual book buying trips; checking catalogs and lists; attending meetings and conventions of librarians.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in ordering work, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Order Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, ordering procedure and problems, trade catalogs and lists, classification plans, bibliographical methods and tools, and the uses made of trade catalogs, book lists, and bibliographies; wide knowledge of book markets and prices, publishers, printing and binding standards, publishers' output, editions, copyright laws and regulations, and customs laws and regulations relating to books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two modern foreign languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience involving close contact with those who vend books and other library material.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF PUBLICATION DEPARTMENT, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have supervision over a publication department with a staff equivalent in size to two to four full time assistants in a library having a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out and supervising the publication work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; deciding questions of editorial policy; preparing and giving out material to newspapers and others; recommending the general publicity program of the library; planning and supervising the publication of a house organ; marking copy for the printer and reading and revising proof; supervising the make up of publications.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in editorial work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in editorial and publicity work, or (3)

some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Publication Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policies, aims, and service; wide knowledge of books and other library material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; familiarity with editorial work, news values, and methods of publicity; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of experience in newspaper or publicity work.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF REFERENCE DEPARTMENT, GRADE 1

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to two or three full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out the reference and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the reference procedure and material to meet the needs of the public; preparing reports and memorandums and making recommendations in matters of reference policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; personally handling difficult or important reference matters and correspondence; conferring with the heads of other departments; reading and reviewing books and making suggestions with regard to their selection and purchase.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience

in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF REFERENCE DEPARTMENT, GRADE 2

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to four to six full time assistants, at least one of whom is doing specialized reference work, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Reference Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful experience in a library using modern methods, two years of which shall have been in reference work, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work and one year in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the printed matter in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2280 2400 2520 2640.

CHIEF OF REFERENCE DEPARTMENT, GRADE 3

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to seven or more full time assistants, at least two of whom are of Special or Supervising Assistant rank or are doing specialized Senior Assistant work, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Reference Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, two years of which shall have been in reference work and one year in a supervisory position,

or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work and two years in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and some knowledge of the printed matter in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience in cataloging work.

Recommended Annual Compensation: \$2400 2580 2760 2940.

CHIEF OF REFERENCE DEPARTMENT, GRADE 4

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to ten or more full time assistants, at least three of whom are of Special or Supervising Assistant rank or are doing specialized Senior Assistant work, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Reference Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in reference work and two years in a supervisory position, one year of which shall have involved direction of a staff of five or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work and two years in a supervisory position, one year of which shall have involved direction of a staff of five or more, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

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Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience in cataloging work.

Recommended Annual Compensation: \$2700 2880 3060 3240.

CHIEF OF REFERENCE DEPARTMENT, GRADE 5

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to twelve or more full time assistants, at least four of whom are of Special or Supervising Assistant rank or are doing specialized Senior Assistant work, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Reference Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in reference work and three years in a supervisory position, two years of which shall have involved direction of a staff of five or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work and two years in a supervisory position involving the direction of a staff of five or more, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 5; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience in cataloging work.

Recommended Annual Compensation: \$3000 3240 3480 3720.

CHIEF OF REFERENCE DEPARTMENT, GRADE 6

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a reference department with a staff equivalent to fifteen or more full time assistants, at least five of whom are of Principal or Supervising Assistant rank or are doing specialized Senior Assistant work, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Reference Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful experience in a library using modern methods, three years of which shall have been in reference work and three years in a supervisory position, one year of which shall have involved direction of a staff of ten or more, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and ten years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference work and three years in a supervisory position, one year of which shall have involved direction of a staff of twelve or more, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Reference Department, Grade 6; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; two years of experience in cataloging work.

Recommended Annual Compensation: \$3600 3900 4200 4500.

CHIEF OF SOCIAL SCIENCE DIVISION

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over the Social Science Division in a reference department with a staff equivalent to four or more full time assistants, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out the reference and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the reference procedure and material to meet the needs of the public; interviewing and instructing new appointees; making working schedules for members of the staff; personally handling difficult or important correspondence; reading and reviewing books and making suggestions with regard to selection and ordering.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in the social sciences and two years of successful experience in a library using modern methods, one year of which shall have been in reference work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Social Science Division; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intel-

ligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the social science literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2340 2460 2580 2700.

CHIEF OF TECHNOLOGY DEPARTMENT, GRADE 1

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a technology department with a staff equivalent to two or three full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally handling difficult matters requiring research; laying out the technology and related work for members of the staff and seeing that all are effectively employed; giving directions and suggestions to members of the staff and aiding them with their difficult problems; developing the procedure and technological material to meet the needs of the public; preparing reports and memorandums and making recommendations in matters of policy; interviewing and instructing new appointees; making working schedules for members of the staff; conducting staff meetings; personally handling difficult or important correspondence; conferring with the heads of other departments; reading and reviewing technical literature and making suggestions with regard to selection and purchase; cooperating with technical schools, societies, museums, and others in advancing technological education.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in technological work in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology, and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Technology Department, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the technological literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a technical school of recognized standing with specialization in one branch

of science or technology; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2040 2160 2280 2400.

CHIEF OF TECHNOLOGY DEPARTMENT, GRADE 2

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a technology department with a staff equivalent to four to six full time assistants in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Technology Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of successful experience in a library using modern methods, two years of which shall have been in technology work, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology and three years of successful experience in a library using modern methods, two years of which shall have been in technology work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Technology Department, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other technology material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the technological literature in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a technical school of recognized standing with specialization in one branch of science or technology; some experience in directing the work of others; one year of experience in cataloging work; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2280 2400 2520 2640.

CHIEF OF TECHNOLOGY DEPARTMENT, GRADE 3

Duties: Under the direction of the Librarian or the Assistant Librarian, to have supervision over a technology department with a staff equivalent to seven or more full time assistants, at least two of whom are of Special Assistant or Supervising Assistant rank, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: See Chief of Technology Department, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and five years of successful

experience in a library using modern methods, two years of which shall have been in technology work and one year in a supervisory position, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology and five years of successful experience in a library using modern methods, three years of which shall have been in technology work, and one year in a supervisory position, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Chief of Technology Department, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and other technology material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and some knowledge of the technological literature in these languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a technical school of recognized standing with specialization in one branch of science or technology; two years of experience in reference or cataloging work.

Recommended Annual Compensation: \$2400 2580 2760 2940.

Name of Group of Classes

CHIEF REFERENCE SPECIALIST

Titles of Typical Classes in the Group¹

CHIEF REFERENCE SPECIALIST, CIVICS
 CHIEF REFERENCE SPECIALIST, ECONOMICS
 CHIEF REFERENCE SPECIALIST, HISTORY
 CHIEF REFERENCE SPECIALIST, PHYSICS AND CHEMISTRY
 CHIEF REFERENCE SPECIALIST, BIOLOGY
 CHIEF REFERENCE SPECIALIST, MATHEMATICS
 CHIEF REFERENCE SPECIALIST, PHILOSOPHY
 CHIEF REFERENCE SPECIALIST, RELIGION
 CHIEF REFERENCE SPECIALIST, ENGLISH LITERATURE
 CHIEF REFERENCE SPECIALIST, PHILOLOGY
 CHIEF REFERENCE SPECIALIST, TECHNOLOGY
 CHIEF REFERENCE SPECIALIST, FINE ARTS
 CHIEF REFERENCE SPECIALIST, MUSIC

Duties: Subject to administrative authorization and approval, to have charge of the reference work in a special field of knowledge involving the most difficult reference problems and requiring special preparation, frequent contact with an exacting group of readers mostly engaged in important research work, detailed knowledge both of the subject matter and of the literature in the field, and the direction of a staff including at least two

¹ No attempt is made to list all the classes in the group.

Junior or Senior Reference Specialists; to aid in the selection of books and other material in the field: and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; extensive successful experience in a library using modern methods, three years of which shall have been in reference or cataloging work involving close contact with the public, two years of which shall have involved the direction of others, and two years of which shall have been in the special field; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policies, aims, and service; wide knowledge of reference procedure and difficulties, of bibliographical tools and methods, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; knowledge of two or more foreign languages and of the literature in the field in those languages; marked aptitude for and ability in research; resourcefulness; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter and of the literature in the field.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3300 3540 3780 4020.

CHIEF RESEARCH SPECIALIST IN LIBRARY ADMINISTRATION

Duties: To direct a research project in library science or administration of general scope involving the collection, analysis, and interpretation of comprehensive data, the preparation of extensive reports, and the supervision of a staff of investigators and other assistants; and to perform other work as required.

Examples of Research Problems: A survey of the library profession for the purpose of discovering existing practises, trends, and standards; library buildings and architecture; the financial needs of public libraries; the development of classification and compensation plans for the library profession; means for making the library an effective instrument in adult education.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; extensive successful experience of a varied character in one or more libraries using modern methods; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough familiarity with the technique of securing, verifying, analyzing, interpreting, and presenting comprehensive data from many sources; ability to prepare accurate, clear, readable, and convincing reports in good English; considerable knowledge of statistical procedure and machines; unusual ability to size up situations and people and to get along well with others; marked aptitude for and ability in research work; statistical integrity; resourcefulness; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a technical library school course one or two years in length following graduation from college; some experience in research work and in directing the work of others.

Recommended Annual Compensation: \$6000 and up.

CLASSIFIER

Duties: Under supervision, to assign classification numbers to books or documents in accordance with the established classification plan in the catalog department of a library where there is a relatively fine division of labor and considerable specialization; to assign subject headings; to assist from time to time in revising the classification plan as may prove necessary; to do the necessary reference and research work involved in determining the proper classification of books or other documents not easily classified; when not otherwise engaged, to assign book numbers and to assist with other cataloging work; and to perform other work as required.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work and one year of which shall have required considerable use and study of classification plans and subject headings, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Classifier; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of classification plans and subject headings and of the uses made of catalogs, bibliographies, and lists; thorough knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in circulation, reference, or other work involving close contact with the library-using public; familiarity with the literature in one or more fields of knowledge; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; ability to get along well with others.

Recommended Annual Compensation: \$2040 2160 2280 2400.

DIRECTOR OF TRAINING CLASS, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to conduct, with incidental assistance from the regular library staff, training courses three months or less in duration, for beginners in library work; and to perform other work as required.

Examples of Typical Tasks: Planning courses of study and practical training for beginning students of library work; organizing training classes and giving instruction in library fundamentals; supervising the work of beginners or apprentices in different departments of the library; preparing lectures, outlines, and other material for library instruction; reading and correcting reports, problems, and other work of students; conferring with students about their work and plans.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and two years of varied and successful experience in one or more libraries using modern methods, or (3) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months

in length in a library training course, and six years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Director of Training Class, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service and of catalogs, bibliographies, lists, readers' guides, and other reference tools; familiarity with bibliographical tools and methods; knowledge of psychology and pedagogy; teaching ability; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Either completion of a library course one or two years in length following graduation from college or completion of a normal school course; reading knowledge of two foreign languages; some experience in teaching.

Recommended Annual Compensation: \$2040 2160 2280 2400.

DIRECTOR OF TRAINING CLASS, GRADE 2

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to have charge, with at least one regular assistant, of training courses three months or more in duration, for beginners and regular library employees; and to perform other work as required.

Examples of Typical Tasks: Planning courses of study and practical training for apprentices and regular library employees; organizing training classes; preparing schedules of instruction and training; lecturing and giving class instruction in library subjects; arranging for lectures by other members of the staff and outsiders; preparing lectures, outlines, and other material for instruction; reading and correcting reports, problems, and other work of students; conferring with students about their work and plans.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and three years of varied and successful experience in one or more libraries using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and eight years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Director of Training Class, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure policy, aims, and service; wide knowledge of books and other reference material, classification plans, bibliographical methods and tools, and the uses made of catalogs, lists, and bibliographies; knowledge of psychology and pedagogy; teaching ability; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Either completion of a library course one or two years in length following graduation from college or completion of a normal school course; some experience in teaching.

Recommended Annual Compensation: \$2400 2580 2760 2940.

HIGH SCHOOL LIBRARIAN, GRADE 2

Duties: Under the direction of the Superintendent of Schools, the Principal of a high school, or other supervisor, to have charge of the work in a high school library that is a part of the school system in which not to exceed the equivalent to half the time of one assistant engaged in library work is available; and to perform other work as required.

Examples of Typical Tasks: Supervising students using the library for reference and study purposes; instructing students in the uses of dictionaries, encyclopedias, readers' guides, and other library aids; advising teachers and parents; helping students to look up material for debates, essays, reports, and other assignments; preparing lists for grades and for vacation reading; maintaining discipline in the school library; preparing memorandums and reports; supervising the preparation of special exhibits and collections; reading and reporting on books and book reviews and making recommendations as to purchases; charging and discharging books; registering new readers; keeping the library room in order; attending conferences on school library work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in school library work, and one year of successful experience in school work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, one year of which shall have been in school work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of High School Librarian, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of library work in schools and of the books and other library material suitable for school use; wide knowledge of catalogs, lists, classification plans, bibliographical methods and tools, and the uses made of them; understanding of and liking for boys and girls of high school age; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in school work and literature; knowledge of modern high school curriculums and methods of teaching.

Recommended Annual Compensation: \$1800 1920 2040 2160.

INFORMATION ASSISTANT

Duties: Under the direction of the Chief of Circulation Department or other supervisor, to have charge of an information desk in a library; and to perform other work as required.

Examples of Typical Tasks: Directing visitors to the proper department for books or special information; explaining the use of the card catalogs; suggesting books for general reading or special study; reading and reviewing new books; showing visitors about the library; keeping personnel records of the staff.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful

experience in circulation, cataloging, or reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training course, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in circulation, reference, or cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Information Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service and of catalogs, bibliographies, lists, readers' guides, and other library tools; wide knowledge of books and documents; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; knowledge of the library rules; familiarity with the architecture of the building and other information of interest to visitors; unusual ability to understand the indefinite questions asked by visitors and users of the library; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages.

Recommended Annual Compensation: \$1980 2040 2160.

INVESTIGATOR OF LOST AND OVERDUE BOOKS

Duties: Under supervision, to trace lost and overdue books; to investigate infractions of the library rules; and to perform other work as required.

Examples of Typical Tasks: Telephoning and personally visiting residences, schools, and places of business to secure the return of or settlement for books; tracing delinquents; recommending formal court summons for delinquents who ignore personal requests; serving as the legal representative of the library in civil and criminal cases against delinquents.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least two years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Investigator of Lost and Overdue Books; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of the makeup of books; knowledge of library organization, procedure, policy, aims, and service; liking for and knowledge of books; thorough knowledge of the library rules and regulations and of statutes and ordinances governing the public's use of the library; unusual ability to size up situations and people and to detect forgeries and other misdemeanors; good judgment; tact; diplomacy.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; some knowledge of legal remedies and procedure.

Recommended Annual Compensation: \$1620 1740 1860 1980.

JUNIOR AID

Duties: Under supervision, to assist with simple work, not involving contact with the public, in any department of a library as required.

Examples of Typical Tasks: Getting out and replacing books; shelving new books; checking for stray books; revising and straightening shelves; writing, printing, and posting numbers in books; shellacing books and labels; pasting plates, pockets, and slips in books; making out book cards; sorting cards; cutting leaves in new books; pasting and mounting clippings and pictures; putting periodicals into binders and folders; preparing periodicals for binding; clearing tables and keeping library rooms in order; cleaning and mending books; running errands; packing and unpacking book orders; clipping newspapers and magazines; filling inkwells and changing pens; typing cards and lists.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school; abstract intelligence equal to or greater than that represented by a score of 90 in the army alpha intelligence tests; age not less than 18; ability to understand and carry out directions and willingness to follow a prescribed routine; some knowledge of and liking for books; accuracy; industry.

Additional Desirable Qualifications: Ability to operate the typewriter.

Recommended Annual Compensation: \$900 960.

JUNIOR ASSISTANT, WORK WITH CHILDREN

Duties: Under supervision, to do the simpler kinds of non-supervisory work of a miscellaneous character, not involving the suggestion to individuals of definite books for reading, in the children's room of a main or a branch library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Charging and discharging books; registering new readers; cutting and mounting pictures; posting material on bulletin boards; helping in the preparation and installation of special exhibits; slipping, carding, and shelving books; filing readers' cards; putting the room in order at closing and other times.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; understanding of and liking for children; some knowledge of children's books; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

JUNIOR CATALOG ASSISTANT

Duties: Under supervision, to do work in accordance with established rules and regulations in connection with the cataloging of books and other

library material in the catalog department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Looking up pages, editions, illustrations, and other information needed in cataloging books and other documents and easily ascertained from the usual sources; doing all or most of the work of cataloging current fiction in the English language; writing cards long-hand or on the typewriter; ordering Library of Congress cards; proofing, sorting, and checking cards; filing cards in the files of lesser importance; checking and marking books; removing cards from the catalogs for additions or revisions; writing slips; making book cards; listing books on shelves; keeping accession records.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

Name of Group of Classes

JUNIOR CATALOG SPECIALIST

Titles of Typical Classes in the Group¹

JUNIOR CATALOG SPECIALIST, CIVICS
JUNIOR CATALOG SPECIALIST, ECONOMICS
JUNIOR CATALOG SPECIALIST, HISTORY
JUNIOR CATALOG SPECIALIST, PHYSICS AND CHEMISTRY
JUNIOR CATALOG SPECIALIST, BIOLOGY
JUNIOR CATALOG SPECIALIST, MATHEMATICS
JUNIOR CATALOG SPECIALIST, PHILOSOPHY
JUNIOR CATALOG SPECIALIST, RELIGION
JUNIOR CATALOG SPECIALIST, ENGLISH LITERATURE
JUNIOR CATALOG SPECIALIST, PHILOLOGY
JUNIOR CATALOG SPECIALIST, TECHNOLOGY
JUNIOR CATALOG SPECIALIST, FINE ARTS
JUNIOR CATALOG SPECIALIST, MUSIC

Duties: Under direction, to catalog books and other library material in a special field of knowledge not involving supervision over others or final decisions in difficult matters but requiring special preparation, frequent contact with an exacting group of readers, and considerable knowledge both

¹ No attempt is made to list all the classes in the group.

of the subject matter and the printed matter in the field; to aid in the selection of books and other material in the field; and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; two years of successful experience in a library using modern methods, one year of which shall have been in cataloging work and one year of which shall have been of such a nature as to involve contact with the public; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policies, aims, and service; knowledge of bibliographical tools and methods, of cataloging procedure and difficulties, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and of the printed matter in the special field in those languages; pleasing personal appearance; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter, of the literature in the field, and of at least one system of classification.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2040 2220 2400 2580.

JUNIOR CIRCULATION ASSISTANT

Duties: Under supervision, to do the simpler kinds of work, a considerable part of which may involve contact with the public, in connection with the loaning of books and other library material and the registration of new readers in the circulation or registration department of a library or branch where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Charging and discharging books; registering new readers; handling reserves, overdues, applications, and changes of address; counting, sorting, and filing book cards; doing lost card work; helping to select, mount, list, and file pictures; when not otherwise engaged, revising shelves, slipping and carding books, shellacing books and labels, stamping and writing notices in books, pasting book plates in books, making out book cards, and writing, printing, and posting numbers in books.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

JUNIOR DELIVERY ASSISTANT

Duties: Under supervision, to do the simpler work, mostly of a clerical or mechanical nature, in the branch, school, stations, or extension department of a main public library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Getting out books and other library material to fill orders from branch or school libraries or from stations; charging and discharging books and other library material; preparing books for shipment to branches, schools, and stations; typing book cards and lists; filing shelf list cards; locating lost books; slipping and carding books; placing books on shelves; revising shelves; writing, printing, and posting numbers in books.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; accuracy; speed in performing clerical and mechanical operations.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

JUNIOR GENERAL ASSISTANT

Duties: Under supervision, to do the simpler kinds of non-supervisory work of a miscellaneous character, a considerable part of which involves contact with the public, in a library or branch where there is relatively little specialization and no fine division of labor or to perform similar work in a large library; when not otherwise engaged, to aid with the simplest routine tasks; and to perform other work as required.

Examples of Typical Tasks: Charging and discharging books; doing easy reference and cataloging work; looking up information for callers; registering new readers, passing upon applications and handling changes of address; handling overdues and reserves; recording periodicals and putting them in binders and folders; writing or typing cards; revising shelves; checking and filing book orders; when not otherwise engaged, performing such tasks as writing, printing, and posting numbers in books, shellacing books and labels, making out book cards, keeping accession records, and compiling circulation statistics.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; ability to size up situations and people and ability to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

JUNIOR ORDER ASSISTANT

Duties: Under supervision, to do the simpler work, mostly of a clerical nature, connected with ordering and receiving books and other library material in the order or accessions department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Searching catalogs and shelf lists to see if books to be ordered are already in the library; typing orders and lists; filing order slips and other papers; opening packages of books and checking the contents with bills and order lists; examining books for imperfections; cutting the leaves of books received; stamping new books and entering order numbers, dates, and prices; transferring books to the catalog department; filing publishers' catalogs and lists; keeping accession records.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; accuracy; speed in performing clerical operations.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1200 1320 1440 1560.

JUNIOR PAGE

Duties: Under supervision, to assist with simple work, not involving contact with the public, in any department of a library as required.

Examples of Typical Tasks: Getting out and replacing books; shelving new books; checking for stray books; revising and straightening shelves; writing, printing, and posting numbers in books; shellacing books and labels; pasting plates, pockets, and slips in books; making out book cards; sorting cards; cutting leaves in new books; pasting, and mounting clippings and pictures; putting periodicals into binders and folders; preparing periodicals for binding; clearing tables and keeping library rooms in order; cleaning and mending books; running errands; packing and unpacking book orders; clipping newspaper and magazines; filling inkwells and changing pens; typing cards and lists.

Minimum Qualifications: Education equivalent to that represented by the completion of two years of work in a standard four year high school; abstract intelligence equal to or greater than that represented by a score of 90 in the army alpha intelligence tests; age not less than 14 and not more than 17; ability to understand and carry out directions and willingness to follow a prescribed routine; some knowledge of and liking for books; accuracy; industry.

Additional Desirable Qualifications: Education equivalent to that represented by graduation from a standard four year high school; ability to operate the typewriter.

Recommended Annual Compensation: Local prevailing rates for employed boys and girls under 18 possessing the qualifications listed above.

JUNIOR REFERENCE ASSISTANT

Duties: Under supervision, to assist readers to make the best use of the material in a periodical room, reading room, document room, open shelf department, or other place where the material is intended primarily for consultation and reading but where many questions of a reference nature are asked; and to perform related work as required.

Examples of Typical Tasks: Helping readers to find the periodicals, books, or other documents called for by title; helping readers to make use of the catalogs; making suggestions to readers as to periodicals or books which deal with the subjects in which they are interested; answering the questions of readers as to the periodicals or other documents in which they can find certain material; receiving, charging, and discharging bound periodicals, books, and other documents; keeping the room and shelves in order; putting new periodicals or other documents in place; writing or typing lists.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the equivalent of one year of college work, or (2) the completion of a course at least six months in length in a library training class, or (3) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to understand and carry out directions and willingness to follow a prescribed routine; ability to size up situations and people and to get along well with others; knowledge of and liking for books and periodicals; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Two years of educational work of college grade with specialization in literature.

Recommended Annual Compensation: \$1200 1320 1440 1560.

Name of Group of Classes

JUNIOR REFERENCE SPECIALIST

Titles of Typical Classes in the Group¹

JUNIOR REFERENCE SPECIALIST, CIVICS
JUNIOR REFERENCE SPECIALIST, ECONOMICS
JUNIOR REFERENCE SPECIALIST, HISTORY
JUNIOR REFERENCE SPECIALIST, PHYSICS AND CHEMISTRY
JUNIOR REFERENCE SPECIALIST, BIOLOGY
JUNIOR REFERENCE SPECIALIST, MATHEMATICS
JUNIOR REFERENCE SPECIALIST, PHILOSOPHY
JUNIOR REFERENCE SPECIALIST, RELIGION
JUNIOR REFERENCE SPECIALIST, ENGLISH LITERATURE

¹ No attempt is made to list all the classes in the group.

JUNIOR REFERENCE SPECIALIST, PHILOLOGY
JUNIOR REFERENCE SPECIALIST, TECHNOLOGY
JUNIOR REFERENCE SPECIALIST, FINE ARTS
JUNIOR REFERENCE SPECIALIST, MUSIC

Duties: Under direction, to do difficult reference work in a special field of knowledge not involving supervision over others or final decisions in difficult matters but requiring special preparation, frequent contact with an exacting group of readers, and detailed knowledge both of the subject matter and of the literature in this field; to aid in the selection of books and other material in the field; and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; two years of successful experience in a library using modern methods, one year of which shall have been in reference or cataloging work involving close contact with the public; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policies, aims, and service; knowledge of reference procedure and difficulties, of bibliographical tools and methods, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; knowledge of two or more foreign languages and of the printed matter in the field in those languages; pleasing personal appearance; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter and of the literature in the field.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2040 2220 2400 2580.

**JUNIOR RESEARCH SPECIALIST IN LIBRARY
 ADMINISTRATION**

Duties: Under supervision, to collect, classify, analyze, and make available by means of compilations, abstracts, indexes, and special reports data on local library problems; and to perform other work as required.

Examples of Research Problems: The reading habits of children or of certain classes of adults; surveys of racial groups in their relation to the library; the possible extension of the library service to outlying communities, to business men, and to other groups; the causes of book losses; the probable growth of the library; space requirements.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; three years of varied and successful experience in one or more libraries using modern methods; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; ability to reduce extensive data to statistical and graphical form; ability to size up situations and people and to get along well with others; aptitude for research work; statistical integrity; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a technical library school course one or two years in length following graduation from college; knowledge of elementary statistics.

Recommended Annual Compensation: \$3000.

REVISER

Duties: Under supervision, to revise the cards prepared by others in the catalog department of a library where there is a relatively fine division of labor and considerable specialization; to do the necessary reference and research work involved in passing upon difficult points; to answer the questions of others engaged in cataloging work and to point out to them how the cataloging can be better done; to assist in passing upon difficult cataloging problems; and to perform other work as required.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Reviser; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of cataloging procedure and difficulties and of the uses made of catalogs, bibliographies, and lists; wide knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in circulation, reference, or other work involving close contact with the library-using public; familiarity with the literature in one or more fields of knowledge; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; ability to get along well with others.

Recommended Annual Compensation: \$2040 2160 2280 2400.

SCHOOL LIBRARIAN, GRADE 2

Duties: Under the direction of the Superintendent of School Work or other supervisor, to have charge of a school library which is a part of the public library system and in which not to exceed the equivalent of half the time of one assistant engaged in library work is available; and to perform other work as required.

Examples of Typical Tasks: Supervising the work in the school library; securing books and other material for the school library; instructing pupils in the use of books, reference material, and other library facilities; advising teachers and parents; attending conferences on school work; preparing lists for grades and for vacation reading; maintaining discipline in the school library; preparing memorandums and reports; supervising the preparation of special exhibits and collections; charging and discharging books; registering new readers; keeping the room in order.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in school or children's work, and one year of successful experience in school or children's work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library

experience involving the performance of increasingly complex duties, one year of which shall have been in school or children's work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of School Librarian, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; knowledge of library work in schools and of the books and other library material suitable for school use; knowledge of catalogs, lists, classification plans, bibliographical methods and tools, and the uses made of them; understanding of and liking for boys and girls of school age; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in school work and literature; knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$1680 1800 1920 2040.

SENIOR AID

Duties: Under supervision, to assist with simple work, part of which involves some contact with the public, in any department of a library as required.

Examples of Typical Tasks: Charging and discharging books at rush hours; answering the telephone; delivering mail and supplies; conducting visitors to the persons they wish to see; running errands; delivering messages; handling reserves; sorting, filing, and counting book cards; slipping and carding books and magazines; revising book shelves; collating books and periodicals; putting periodicals into binders and folders; preparing periodicals for circulation and binding; packing and unpacking books; keeping tables and rooms in order; counting supplies; keeping simple circulation, accession, bindery, and other records; typing cards and lists.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school; abstract intelligence equal to or greater than that represented by a score of 90 in the army alpha intelligence tests; age not less than 18; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; ability to size up situations and people and to get along well with others; tact; accuracy; industry.

Additional Desirable Qualifications: Completion of a course in a library training class; ability to operate the typewriter; pleasing personal appearance.

Recommended Annual Compensation: \$1020 1080 1140.

SENIOR ASSISTANT, ART DEPARTMENT

Duties: Under supervision, to do the simpler kinds of circulation, cataloging, and reference work of a varied nature in the art department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the questions asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; indexing current periodicals for picture, portrait, and other files; classifying and arranging pictures, prints, and other art material; coloring and labeling lantern slides; charging and discharging

art material; keeping the room and material in order; making special lists; preparing material for programs at the request of clubs and other organizations.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in art and one year of successful reference or cataloging experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, Extension Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers' guides, and other library tools; appreciation and some knowledge of art; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school or graduation from a recognized school of art.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR ASSISTANT, EXTENSION WORK

Duties: Under supervision to assist with the difficult non-supervisory work in connection with the extension service of a city, county, state, or other library which serves a population without immediate library facilities; and to perform other work as required.

Examples of Typical Tasks: Assisting in the selection of books and other library material to be sent to schools, factories, hospitals, clubs, settlements, and other institutions and organizations; keeping records of extension loans; preparing lists of various kinds; making inventories of collections of books in traveling libraries at stations and deposits; making necessary substitutions and withdrawals; looking up information in response to letters and other inquiries from persons desiring library extension service.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least one year of which shall have been in work involving contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, Extension Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; considerable knowledge of the uses made of catalogs, bibliographies, and book lists; knowledge of the library needs, reading habits, and interests of the people in the territory served; patience; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR ASSISTANT, MUSIC DEPARTMENT

Duties: Under supervision, to do the simpler kinds of circulation, cataloging, and reference work of a varied nature in the music department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the questions asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; indexing and filing sheet music, phonograph records, orchestra scores, and other music material; getting out books and other material desired by readers; charging and discharging books and other musical material; keeping the room and the reference material in order; making wanted lists.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a school of music of recognized standing, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, Music Department; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers, guides, and other library tools; knowledge of music books and other music materials; familiarity with bibliographical tools and methods; musical taste and appreciation; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: Abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR ASSISTANT, SCHOOL WORK

Duties: Under supervision, to assist with the more difficult non-supervisory work in connection with the selection, sending out, and maintenance of school and classroom libraries or with school reference work at the main library in a public library having a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Keeping records and statistics of school and classroom libraries; answering questions over the telephone from teachers about books not received, books lost, prices, privileges, and uses of classroom libraries; telephoning schools for information about courses of study and other information; sending out collection notices to teachers and school librarians; checking and making inventories of school and classroom libraries; answering questions; looking up information; charging and discharging books in the school room or teachers' room of the main library.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in school work or work with children, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the

performance of increasingly complex duties, one year of which shall have been in school work or work with children, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, School Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; considerable knowledge of children's literature and work and the uses made of catalogs, bibliographies, and book lists; understanding of and liking for children; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school with specialization in children's literature and work; specialized knowledge of children's literature; ability to operate the typewriter.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR ASSISTANT, TECHNOLOGY DEPARTMENT

Duties: Under supervision, to do the simpler kinds of reference work of a varied nature in the technology department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Checking in, recording, arranging, and otherwise caring for technical periodicals, catalogs, documents, patents, and other material; answering questions on scientific and technological subjects asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; helping readers to use the card catalogs, encyclopedias, readers' guides, bibliographies, and special sources of technological information; getting out books and other documents desired by readers; charging and discharging books and other technological material; keeping the room and the material in order; making wanted lists.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology, and one year of successful reference or cataloging experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, Technology Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service, and of card catalogs, bibliographies, lists, readers' guides, and other library tools; knowledge of reference books and other material in technology; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; graduation from a technical school of recognized standing; reading knowledge of two foreign languages and some knowledge of the technological literature in those languages.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR ASSISTANT, WORK WITH CHILDREN

Duties: Under supervision, to assist with the more difficult non-supervisory work, a considerable part of which involves the giving of information and suggestions as to books, in the children's room of a main or a branch library or in a school library in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping readers on the floor and answering their questions; doing reference work; conducting school classes through the library; assisting in preparing special collections and exhibits; maintaining discipline in the children's room; telling stories to groups of children; making suggestions as to purchases; visiting homes to trace delinquent and lost books; at rush times and when not otherwise engaged, charging and discharging books, registering new readers, slipping, carding, and shelving books, cutting and mounting pictures, and putting the room in order.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in children's work, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least one year of which shall have been in work with children, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Assistant, Work With Children; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; considerable knowledge of children's literature and work and the uses made of catalogs, bibliographies, and book lists; understanding of and liking for children; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school with specialization in literature for children; specialized knowledge of literature for children; ability to operate the typewriter.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR CATALOG ASSISTANT

Duties: Under supervision, to do the more difficult work regularly involved in cataloging books and other library material in the catalog department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Looking up information required in cataloging but not found in the usual sources; assigning subject headings and classification numbers for books and other documents offering no difficult problems; doing all or most of the work of cataloging non-fiction presenting no unusual problems; assigning book numbers; helping to revise cards; proofing cards; filing cards in the important catalogs; looking up the information needed to answer letters and oral inquiries.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent

to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least one year of which shall have been in cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Catalog Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of cataloging procedure and difficulties and of the uses made of catalogs, bibliographies, and lists; some knowledge of library organization, procedure, policy, aims, and service; liking for and knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in literature in college work; some experience involving contact with users of the library; reading knowledge of two or more foreign languages and some familiarity with the printed matter in those languages; ability to operate the typewriter.

Recommended Annual Compensation: \$1620 1740 1860 1980.

Name of Group of Classes

SENIOR CATALOG SPECIALIST

Titles of Typical Classes in the Group¹

SENIOR CATALOG SPECIALIST, CIVICS
 SENIOR CATALOG SPECIALIST, ECONOMICS
 SENIOR CATALOG SPECIALIST, HISTORY
 SENIOR CATALOG SPECIALIST, PHYSICS AND CHEMISTRY
 SENIOR CATALOG SPECIALIST, BIOLOGY
 SENIOR CATALOG SPECIALIST, MATHEMATICS
 SENIOR CATALOG SPECIALIST, PHILOSOPHY
 SENIOR CATALOG SPECIALIST, RELIGION
 SENIOR CATALOG SPECIALIST, ENGLISH LITERATURE
 SENIOR CATALOG SPECIALIST, PHILOLOGY
 SENIOR CATALOG SPECIALIST, TECHNOLOGY
 SENIOR CATALOG SPECIALIST, FINE ARTS
 SENIOR CATALOG SPECIALIST, MUSIC

Duties: Subject to administrative authorization and approval, to be responsible for the cataloging of books and other library material in a special field of knowledge requiring special preparation, frequent contact with an exacting group of readers, and detailed knowledge both of the subject matter and of the literature in the field; to aid in the selection of books and other material in the field; and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; five years of successful experience in a library using modern methods, three years of which shall

¹ No attempt is made to list all the classes in the group.

have been in cataloging work and one year of such a nature as to involve contact with the public; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policies, aims, and service; wide knowledge of bibliographical tools and methods, of cataloging procedure and difficulties, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; reading knowledge of two or more foreign languages and of the printed matter in the special field in those languages; pleasing personal appearance; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter, of the literature in the field, and of at least one system of classification.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2580 2760 2820 3000.

SENIOR CIRCULATION ASSISTANT

Duties: Under supervision, to do difficult non-supervisory work, a considerable part of which involves giving individual service, in connection with the selection and loaning of books and other library material and in the registration of new readers in the circulation or registration department of a library or branch where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping readers on the floor; answering questions asked by readers and assisting them to make use of the facilities of the library; helping readers to select books; making wanted lists; selecting material for the picture collection; handling non-routine matters in connection with the registration of new readers; charging and discharging books during rush periods or at other times when the Junior Circulation Assistants on duty are unable to serve the public promptly; handling reserves and overdues; when not otherwise engaged, passing upon applications, renewing applications, handling changes of address, sorting and filing books cards, and keeping circulation statistics.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least one year of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Circulation Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; marked liking for and knowledge of books; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in litera-

ture in college work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR DELIVERY ASSISTANT

Duties: Under supervision, to assist with the more difficult non-supervisory work in the branch, school, stations, or extension department of a main public library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Typical Tasks: Arranging material for and overseeing deliveries to and from branches, schools, and stations; compiling monthly book orders for branches and schools; looking up requests; checking supplies sent out; making lists of interbranch and school loans; making wanted lists; handling reserves and overdues; compiling reports of circulation and other work done in branches and schools; searching for lost books; when not otherwise engaged, charging and discharging books and other library material, sorting and filing call orders and book cards, and keeping statistics.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Delivery Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service; knowledge of branch, school, and station work and difficulties and the uses made of catalogs, bibliographies, and book lists; liking for and knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in literature in college work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to operate the typewriter.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR GENERAL ASSISTANT

Duties: Under supervision, to assist with the more difficult non-supervisory work of a miscellaneous character in a library or branch where there is little specialization and no fine division of labor or to perform similar work in a large branch or library; when not otherwise engaged, to assist with the simpler tasks; and to perform other work as required.

Examples of Typical Tasks: Answering questions asked by readers and assisting them to make use of the facilities of the library; looking up information for readers and doing other floor work; making lists on timely subjects; doing general reference work; assisting with the cataloging and children's work; reading books and book reviews and making suggestions as to book selection and ordering; handling work in connection with stations, deposits, and schools; when not otherwise engaged or at rush periods, performing such tasks as charging and discharging books, registering new

readers, handling overdues and reserves, keeping circulation statistics, recording periodicals and putting them in binders, typing or writing cards, revising shelves, checking and filing records, and doing lost card work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least two years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior General Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; marked liking for and knowledge of books; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1620 1740 1850 1960.

SENIOR ORDER ASSISTANT

Duties: Under supervision, to do the more difficult regular work in connection with the ordering and receiving of books and other library material in the order department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Verifying orders and bills as to editions, quantities, prices, and discounts; getting facts regarding books from trade catalogs and bibliographies; handling foreign orders and shipments, including customs declarations; ordering government documents; preparing annual lists of periodicals; handling serials and continuations; handling special orders for maps, pictures, and rare books; acknowledging and recording gifts; checking bills and preparing them for payment; handling simple correspondence with dealers and publishers.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, at least one year of which shall have been in ordering work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Order Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; knowledge of ordering procedure and difficulties and of the uses made of trade catalogs, bibliographies, and book lists; knowledge of the make-up of books; some knowledge of library organization, procedure, policy, aims, and service; liking for and knowledge of books; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in literature in college work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; sufficient knowledge of two or more foreign languages to handle orders for books and other library material in those languages; familiarity with markets for books and other library material; ability to operate the typewriter.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR PAGE L

Duties: Under supervision, to assist with simple library work, part of which involves some contact with the public, in any department of a library as required.

Examples of Typical Tasks: Charging and discharging books at rush hours; answering the telephone; delivering mail and supplies; conducting visitors to the persons they wish to see; running errands; delivering messages; handling reserves; sorting, filing, and counting book cards; slipping and carding books and magazines; revising book shelves; collating books and periodicals; putting periodicals into binders and folders; preparing periodicals for circulation and binding; packing and unpacking book orders; keeping tables and rooms in order; counting supplies; keeping simple records, such as circulation records, accession records, bindery records, and records of fines; typing cards and lists.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school; abstract intelligence equal to or greater than that represented by a score of 90 in the army alpha intelligence tests; age not less than 15 and not more than 17; ability to understand and carry out directions and willingness to follow a prescribed routine; knowledge of and liking for books; ability to size up situations and people and to get along well with others; tact; accuracy; industry.

Additional Desirable Qualifications: Ability to operate the typewriter; pleasing personal appearance.

Recommended Annual Compensation: Local prevailing rates for employed boys and girls under 18 possessing the qualifications listed above.

SENIOR PERIODICAL ASSISTANT

Duties: Under supervision, to do difficult non-supervisory work in connection with the receiving, arranging, circulating, and caring for newspapers and periodicals in the periodical room of a library; and to perform other work as required.

Examples of Typical Tasks: Opening, stamping, and recording periodicals and placing them on racks or shelves or in folders or binders; keeping circulation records of periodicals; preparing periodicals for the bindery; helping readers on the floor; answering questions asked by readers and assisting them to make use of the facilities of the room; keeping the room in order.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience in-

volved the performance of increasingly complex duties, at least one year of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Periodical Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; marked liking for and knowledge of periodicals; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; accuracy; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; specialization in literature in college work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR PUBLICATION ASSISTANT

Duties: Under supervision, to assist with editorial and publicity work not involving supervision over others or special editorial training in the publication department of a library having a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Looking up information in reviews, catalogs, books lists, and other sources; preparing copy for book lists, bulletins, and other publications of the library; reading the proof of library publications; having charge of the library's mailing list; distributing the house organ and other publications.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Publication Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers' guides, and other library tools; some knowledge of editorial and publicity work; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; some experience in editorial or publicity work; ability to mark copy for the printer.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR REFERENCE ASSISTANT

Duties: Under supervision, to do the simpler kinds of reference work of a varied nature in the reference department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the questions asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; helping readers to use the card catalogs, encyclopedias, readers' guides, bibliographies, and other library tools available in a reference room; getting out books and other documents desired by readers; giving information regarding the proper place to get service when there are several organization units or physically separated units in the reference department; charging and discharging books and other reference material; keeping the room and the reference material in order; making wanted lists.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in reference or cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Senior Reference Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers' guides, and other library tools; knowledge of reference books; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: The completion of a course one school year in length in a technical library school; reading knowledge of two foreign languages and some knowledge of the printed matter in those languages.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR REFERENCE ASSISTANT, HISTORY

Duties: Under supervision, to do the simpler but varied kinds of reference work in history in the reference department of a library where there is a relatively fine division of labor and considerable specialization of work; and to perform other work as required.

Examples of Typical Tasks: Answering the questions asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; helping readers to use the card catalogs, encyclopedias, readers' guides, bibliographies, and other library tools available in a history reference room; getting out books and other documents desired by readers; charging and discharging books and other reference material; keeping the room and the reference material in order; making wanted lists.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in history, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of a Senior Reference Assistant who specializes in work in history; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intel-

ligence tests; familiarity with bibliographies of historical subject matter; considerable knowledge of history and of historical reference books and documents; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: One year of experience in cataloging or reference work; knowledge of card catalogs, lists, readers' guides, bibliographies, and other reference tools; reading knowledge of two or more foreign languages and familiarity with the historical literature in those languages.

Recommended Annual Compensation: \$1620 1740 1860 1980.

SENIOR REFERENCE ASSISTANT, SOCIAL SCIENCES

Duties: Under supervision, to do the simpler kinds of reference work in the social science division of the reference department of a library where there is a relatively fine division of labor and considerable specialization of work; and to perform other work as required.

Examples of Typical Tasks: Answering the questions asked by readers; looking up information desired by those calling in person, making requests over the telephone, or writing; helping readers to use the card catalogs, encyclopedias, readers' guides, bibliographies, and other library tools available in the social science reference room; making wanted lists; getting out books and other documents desired by readers; charging and discharging books and other reference material; keeping the room and the reference material in order.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in the social sciences, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of a Senior Reference Assistant who specializes in reference work in the social sciences; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; familiarity with bibliographical tools and methods; considerable knowledge of social science subject matter and reference books and documents; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: One year of experience in cataloging or reference work; knowledge of card catalogs, lists, readers' guides, bibliographies, and other reference tools; reading knowledge of two or more foreign languages and familiarity with the social science literature in those languages.

Recommended Annual Compensation: \$1620 1740 1860 1980.

Name of Group of Classes

SENIOR REFERENCE SPECIALIST

Titles of Typical Classes in the Group¹

SENIOR REFERENCE SPECIALIST, CIVICS

SENIOR REFERENCE SPECIALIST, ECONOMICS

¹ No attempt is made to list all the classes in the group,

SENIOR REFERENCE SPECIALIST, HISTORY
SENIOR REFERENCE SPECIALIST, PHYSICS AND CHEMISTRY
SENIOR REFERENCE SPECIALIST, BIOLOGY
SENIOR REFERENCE SPECIALIST, MATHEMATICS
SENIOR REFERENCE SPECIALIST, PHILOSOPHY
SENIOR REFERENCE SPECIALIST, RELIGION
SENIOR REFERENCE SPECIALIST, ENGLISH LITERATURE
SENIOR REFERENCE SPECIALIST, PHILOLOGY
SENIOR REFERENCE SPECIALIST, TECHNOLOGY
SENIOR REFERENCE SPECIALIST, FINE ARTS
SENIOR REFERENCE SPECIALIST, MUSIC

Duties: Subject to administrative authorization and approval, to be responsible for the reference work or a collection of reference material in a special field of knowledge requiring special preparation, frequent contact with an exacting group of readers, and detailed knowledge both of the subject matter and of the literature in the field; to recommend the purchase of books and other material in the field; and to perform other work as required.

Minimum Common Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; five years of successful experience in a library using modern methods, three years of which shall have been in reference or cataloging work involving close contact with the public and one year of which shall have been in reference work in the special field; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policies, aims, and service; wide knowledge of reference procedure and difficulties, of bibliographical tools and methods, and of the uses made of catalogs, bibliographies, and lists; ability to size up situations and people and to get along well with others; knowledge of two or more foreign languages and of the printed matter in the field in those languages; pleasing personal appearance; accuracy; tact; good judgment.

Minimum Special Qualifications: For each class in the group, thorough knowledge of the subject matter and of the literature in the field.

Additional Desirable Qualifications: Either post graduate work in the field of knowledge or the completion of a technical library school course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2580 2760 2820 3000.

SENIOR RESEARCH SPECIALIST IN LIBRARY ADMINISTRATION

Duties: Under administrative direction, to conduct independent research studies of local or general scope, with or without clerical assistance, involving the collection, analysis, and interpretation of original data, their presentation in the form of compilations, abstracts, and indexes, and the preparation of special reports; and to perform other work as required.

Examples of Research Problems: The number and location of branch libraries in a large city; the reading habits of library users and non-users in a large city; the physical layout of a large library; the preparation of comprehensive book lists for special groups or special types of libraries.

Minimum Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school; five years of varied and successful experience in one or more libraries using modern methods; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization procedure, policy, aims, and service; ability to prepare accurate, clear, readable, and convincing reports in good English; ability to reduce extensive data to statistical and graphical form; ability to size up situations and people and to get along well with others; aptitude for and ability in research work; statistical integrity; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a technical library school course one or two years in length following graduation from college; knowledge of elementary statistics; some experience in library research work; knowledge of statistical devices and machines.

Recommended Annual Compensation: \$4500.

SPECIAL ASSISTANT, ART DEPARTMENT

Duties: Under supervision, to have charge of a special collection of art material or a special phase of the work in the art department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and unusual questions asked by artists and visitors; looking up information not found in the usual sources; answering over the telephone requests which involve wide knowledge or quick reference to varied sources of information; looking up the information needed to answer requests sent in by mail and handling the necessary correspondence; evaluating books and pictures; preparing special exhibits.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in art cataloging or reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in art, and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, Art Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service and of catalogs, bibliographies, lists, readers' guides, and other reference tools; appreciation of and training in art; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a recognized school of art.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL ASSISTANT, EXTENSION WORK

Duties: Under supervision, to do difficult non-supervisory work in library extension work, involving the giving of advice and assistance in matters of

library organization, methods, and service to teachers, officials, employees of small libraries, and other individuals and groups; and to perform other work as required.

Examples of Typical Tasks: Visiting small libraries and giving advice on local library problems; answering inquiries in person or by correspondence; making special bibliographies and lists for clubs, societies, study groups, and others and when necessary sending out books and library material to these groups.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in library extension work, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, Extension Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha tests; considerable knowledge of library organization, procedure, policies, aims, and service; wide knowledge of the uses made of catalogs, bibliographies, and book lists; familiarity with the library needs, reading habits, and interests of the people in the territory served; ability to size up situations and people and to get along well with others; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL ASSISTANT, MUSIC DEPARTMENT

Duties: Under supervision, to have charge of a special collection of music or a special phase of the work in the music department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers or others; looking up information not found in the usual sources; answering over the telephone requests which involve wide knowledge or quick reference to varied sources of information; looking up the information needed to answer requests sent in by mail and handling the necessary correspondence; making difficult bibliographies, wanted lists, and lists on timely subjects; reviewing musical literature for reference purposes and for purchase; talking to students, societies, and other groups on musical subjects.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in music work in a library using modern methods, or (2) education equivalent to that represented by graduation from a school of music of recognized standing and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, Music Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service and of catalogs, bibliographies, lists, readers' guides, and other reference tools; wide knowledge of music books and documents and other music materials; familiarity with bibliographical tools and methods; musical taste and appreciation;

ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; reading knowledge of two or more modern foreign languages and familiarity with the musical literature and other material in those languages; technical proficiency in music.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL ASSISTANT, SCHOOL WORK

Duties: Under supervision, to do difficult non-supervisory work in the school department of a library, involving mainly the giving of advice and assistance to parents, teachers, and others engaged or interested in school work, in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Advising teachers and parents; making special graded lists of books for classes; reading books and passing upon their desirability for school libraries; giving talks before schools and meetings of teachers, parents, and others interested in school work; explaining the work of the school department to visitors, and inquirers.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in school or children's work, and one year of successful experience in school or children's work in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, School Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha tests; considerable knowledge of library organization, procedure, policies, aims, and service; considerable knowledge of modern curriculums and methods of teaching and of literature for children; wide knowledge of the uses made of catalogs, bibliographies, and book lists; understanding of and liking for children; ability to size up situations and people; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college, with specialization in children's literature or educational methods.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL ASSISTANT, TECHNOLOGY DEPARTMENT

Duties: Under supervision to have charge of a special collection, such as patent documents, or to be responsible for a special phase of work in the technology department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Looking up information on special technological questions not found in the usual sources; searching catalogs, trade lists, and other sources for special information; assisting scientists and technicians with difficult reference problems; making translations of technical articles appearing in foreign books and periodicals.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging or reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, Technology Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service, and of catalogs, bibliographies, lists, readers' guides, and other reference tools; wide knowledge of technology books and documents; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a technical school of recognized standing with specialization in one branch of science or technology; reading knowledge of two or more modern foreign languages and familiarity with the printed matter in those languages.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL ASSISTANT, WORK WITH CHILDREN

Duties: Under supervision, to do difficult non-supervisory work in the children's room in a main or a branch library, involving mainly the giving of advice and assistance to children and to parents, teachers, and others engaged or interested in work with children, in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Advising teachers and parents; conducting classes and visitors through the children's room; doing difficult reference work; preparing exhibits and collections; preparing catalogs, bulletins, and lists of children's literature; reading and examining new books and making recommendations as to purchases; selecting stories for broadcasting.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in work with children, and one year of successful experience in work with children in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Assistant, Work with Children; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha tests; considerable knowledge of library organization, procedure, policies, aims, and service; wide knowledge of children's work and thorough familiarity with the field of children's literature; wide knowledge of the uses made of catalogs, bibliographies, and book lists; understanding of and liking for children; ability to size up situations and people; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college, with specialization in children's literature and work.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL CATALOG ASSISTANT

Duties: Under supervision, to do difficult non-supervisory work involved in cataloging books and other library material, in giving individual service to readers, and in reviewing and advising as to the selection and purchase of books in the catalog department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers or others and referred to the catalog department; doing varied cataloging work involving such tasks as assigning classification numbers and subject headings, revising cards, answering telephone questions, and looking up information not found in the usual sources; reading book reviews and advising as to the selection of books to be purchased; classifying and cataloging the books and other library material dealing with biology, music, philosophy, or some other field of knowledge where familiarity with the literature of the subject or of foreign languages is essential; deciding whether to order Library of Congress cards.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Catalog Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of cataloging procedure and difficulties and of the uses made of catalogs, bibliographies, and lists; thorough knowledge of books; reading knowledge of two or more foreign languages and some knowledge of the printed matter in those languages; accuracy; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in circulation, reference, or other work involving close contact with the library-using public; familiarity with the literature in one or more fields of knowledge.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL CIRCULATION ASSISTANT

Duties: Under supervision, in the circulation or registration department of a library or branch where there is a relatively fine division of labor and considerable specialization, to do the most difficult non-supervisory work involved in giving individual service to readers and in advising as to the selection of books; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers at the desk or on the floor; advising readers as to books and other materials; making difficult wanted lists; doing station, deposit, or other extension work involving both contact with the public and the selection of material; reading book reviews and advising as to

the selection of books to be purchased; handling complaints as to service; making adjustments in case of disputes as to registration, fines, or overdues; during rush periods charging and discharging books.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Circulation Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; thorough knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; unusual ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; one year of cataloging experience.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL REFERENCE ASSISTANT

Duties: Under supervision, to do general non-supervisory reference work of a difficult nature in the reference department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers or others; looking up information not found in the usual sources; answering over the telephone requests which involve wide knowledge or quick reference to varied sources of information; looking up the information needed to answer requests sent in by mail and handling the necessary correspondence; making difficult bibliographies, wanted lists, and lists on timely subjects.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging or reference work in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training course, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference or cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Special Reference Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service, and of catalogs, bibliographies, lists, readers' guides, and other reference tools; wide knowledge of reference books and documents; familiarity with bibliographical tools and

methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL REFERENCE ASSISTANT, HISTORY

Duties: Under supervision, to do difficult non-supervisory reference work in history in the reference department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers or others; looking up information not found in the usual sources; answering over the telephone requests which involve wide knowledge or quick reference to varied sources of information; looking up the information needed to answer requests sent in by mail and handling the necessary correspondence; making difficult bibliographies, wanted lists, and lists on timely subjects.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging or reference work in history in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing, with specialization in history, and two years of successful experience in a library using modern methods, one year of which shall have been in reference or cataloging work in history, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of a Special Reference Assistant who specializes in reference work in history; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of historical subject matter and literature, reference books and documents, catalogs, bibliographies, lists, readers' guides, and other reference tools; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Post graduate work in history or completion of a library course one or two years in length following graduation from college; reading knowledge of two or more foreign languages and familiarity with the historical literature in those languages.

Recommended Annual Compensation: \$2040 2160 2280.

SPECIAL REFERENCE ASSISTANT, SOCIAL SCIENCES

Duties: Under supervision, to do difficult non-supervisory reference work in the social science division of the reference department of a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Answering the difficult and involved questions asked by readers or others; looking up information not found in the usual sources; answering over the telephone requests which involve wide

knowledge or quick reference to varied sources of information; looking up the information needed to answer requests sent in by mail and handling the necessary correspondence; making difficult bibliographies, wanted lists, and lists on timely subjects.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in cataloging or reference work in the social sciences in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing, with specialization in the social sciences, and two years of successful experience in a library using modern methods, one year of which shall have been in reference or cataloging work in the social sciences, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of a Special Reference Assistant who specializes in reference work in the social sciences; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of social science subject matter and literature, reference books and documents, catalogs, bibliographies, readers' guides, and other reference tools; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Post graduate work in the social sciences or completion of a library course one or two years in length following graduation from college; reading knowledge of two or more foreign languages and familiarity with the social science literature in those languages.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 1

Duties: Under the direction of the Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and deposits in a public library system where there is a staff equivalent to 15 to 24 persons giving their full time to the library (as distinguished from the maintenance) work done in such branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: Visiting branches, stations, and deposits, observing their work, conferring with those in charge, and giving directions and suggestions regarding difficult problems; helping to plan and supervising the establishment of new branches, stations, and deposits; passing upon or making recommendations regarding branch requests for books, material, and equipment; seeing that the various branches, stations, and deposits have adequate book collections; helping to adjust serious complaints; preparing rules and regulations to govern branch, station, and deposit work; handling and making recommendations regarding appointments, transfers, promotions, salary adjustments, and other personnel matters; selecting or helping to select books and other library material to be sent to or secured from branches, stations, and deposits; seeing that branches are maintained in proper physical condition; attending community meetings, conferring with representatives of civic organizations, and otherwise making and maintaining public contacts; reading and reporting on books and book reviews and making recommendations regarding purchases; planning and conducting meetings of Branch Librarians and members of their staffs; handling correspondence; preparing memorandums and reports; analyzing and interpreting statistics relating to branch, station, and deposit work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in work involving contact with the public and one year in a supervisory position involving the direction of a staff of at least five, or (2) some other combination of education, library training, or library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Branch and Station Work, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to survey and appraise the population and geography of the city; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2520 2700 2880.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 2

Duties: Under the direction of the Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and deposits in a public library system where there is a staff equivalent to 25 to 39 persons giving their full time to the library (as distinguished from maintenance) work done in branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Branch and Station Work, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving contact with the public and one year in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, or library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Branch Station Work, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy aims, and service; ability to survey and appraise the population and geography of the city; wide knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$2760 2940 3120.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 3

Duties: Under the direction of the Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and

deposits in a public library system where there is a staff equivalent to 40 to 59 persons giving their full time to the library (as distinguished from the maintenance) work done in branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Branch and Station Work, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in work involving close contact with the library-using public and two years in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Branch and Station Work, Grade 3; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to survey and appraise the population and geography of the city; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3000 3240 3480.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 4

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and deposits in a public library system where there is a staff equivalent to 60 to 99 persons giving their full time to the library (as distinguished from the maintenance) work done in branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Branch and Station Work, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience involving the performance of increasingly complex duties and close contact with the library-using public, three years of which shall have been in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Branch and Station Work, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to survey and appraise the population and geography of the city; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

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Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3300 3540 3780.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 5

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and deposits in a public library system where there is a staff equivalent to 100 to 175 persons giving their full time to the library (as distinguished from the maintenance) work done in branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Branch and Station Work, Grade 1.

Minimum Qualifications: Education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, supplemented by extended successful and varied experience in one or more libraries using modern methods, of which five years shall have been in work involving close contact with the public and two years in a supervisory position involving the direction of a staff of twenty or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to survey and appraise the population and geography of the city; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3720 3960 4200.

SUPERINTENDENT OF BRANCH AND STATION WORK, GRADE 6

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work done in branches, stations, and deposits in a public library system where there is a staff equivalent to 175 to 300 persons giving their full time to the library (as distinguished from the maintenance) work done in branches, stations, and deposits; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Branch and Station Work, Grade 1.

Minimum Qualifications: Education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, supplemented by extended successful and varied experience in one or more libraries using modern methods, of which five years shall have been in work involving contact with the public and three years in a supervisory position involving the direction of a staff of twenty or more; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to survey and appraise

the population and geography of the city; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college.

Recommended Annual Compensation: \$3900 4200 4500 4800.

SUPERINTENDENT OF SCHOOL WORK, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the library work done in public and private schools as a part of the public library system where the staff employed is equivalent to 10 to 14 persons giving their full time to school work; and to perform other work as required.

Examples of Typical Tasks: Visiting libraries in public and private schools, observing their work, conferring with those in charge, and giving directions and suggestions regarding difficult problems; planning and directing the extension of library work in public and private schools; passing upon or making recommendations regarding school requests for books, material, and equipment; seeing that the various school libraries have adequate book collections; helping to adjust serious complaints; preparing rules and regulations to govern school library work; handling and making recommendations regarding appointments, transfers, promotions, salary adjustments, and other personnel matters; seeing that class rooms are supplied with specially selected and adequate collections of books; seeing that the school libraries are maintained in proper physical condition; visiting schools and conferring with teachers, principals, school librarians, and parents; attending meetings of teachers and parents; instructing school classes in the use of school and other libraries; reading and reporting on book reviews and making recommendations regarding purchases; planning exhibits and special book weeks; planning and conducting meetings of school librarians; handling correspondence; preparing memorandums and reports; analyzing and interpreting statistics relating to school library work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience in school or children's work involving the performance of increasingly complex duties, one year of which shall have been in a supervisory position involving the direction of a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of School Work, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of children's work and literature; knowledge of child psychology and sympathetic understanding of children; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization

in children's work and literature; ability to survey and appraise the school population and the geography of the city.

Recommended Annual Compensation: \$2520 2700 2880.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 1

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the children's work done in the main library, in branches, and in public and private schools, or in some combination of these, in a public library system where there is a staff equivalent to 10 to 14 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: Visiting the places where the work with children is done, observing the work, conferring with those in charge, and giving directions and suggestions regarding difficult problems; planning the extension and curtailment of the work with children; passing upon or making recommendations regarding requests for books, material, and equipment; seeing that the various children's rooms have adequate book collections; helping to adjust serious complaints; preparing rules and regulations to cover children's work; handling and making recommendations regarding appointments, transfers, promotions, salary adjustments, and other personnel matters; seeing that the children's rooms are maintained in proper physical condition; visiting and conferring with members of the staff, principals, teachers, parents, and others; reading, evaluating, and annotating books and making recommendations regarding purchases; giving lectures and talks before training classes, mothers' clubs, and other adult organizations and meetings of teachers and parents; planning exhibits and special book weeks; handling important correspondence; preparing memorandums and reports; collecting, analyzing, and interpreting statistics relating to work with children.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience in work with children involving the performance of increasingly complex duties, one year of which shall have been in a supervisory position involving the direction of a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 1; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$2520 2700 2880.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 2

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work with children done in the main library, in branches, and in public and private schools, or in some combination of these, in a public library system where there is a staff equivalent to 15 to 24 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Work with Children, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience in work with children involving the performance of increasingly complex duties, two years of which shall have been in a supervisory position involving the direction of a staff of five or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 2; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$2760 2940 3120.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 3

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work with children done in the main library, in branches, and in public and private schools, or in some combination of these; in a public library system where there is a staff equivalent to 25 to 34 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Work with Children, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience in work with children involving the performance of increasingly complex duties, one year of which shall have been in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 3; abstract intelligence equal to or greater than that represented by

a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$3000 3240 3480.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 4

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work with children done in the main library, in branches, and in public and private schools, or in some combination of these, in a public library system where there is a staff equivalent to 35 to 49 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Work with Children, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, and five years of successful and varied library experience in work with children involving the performance of increasingly complex duties, two years of which shall have been in a supervisory position involving the direction of a staff of ten or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 4; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$3300 3540 3780.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 5

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work with children done in the main library, in branches, and in public and private schools, or in

some combination of these, in a public library system where there is a staff equivalent to 50 to 69 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Work with Children, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, supplemented by extended successful and varied experience in one or more libraries using modern methods, five years of which shall have been in children's work and two years in a supervisory position involving the direction of a staff of twenty or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 5; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$3720 3960 4200.

SUPERINTENDENT OF WORK WITH CHILDREN, GRADE 6

Duties: Under the direction of the Chief Librarian or the Assistant Librarian, to plan, organize, and supervise the work with children done in the main library, in branches, and in public and private schools, or in some combination of these, in a public library system where there is a staff equivalent to 70 to 100 persons giving full time to the work with children; and to perform other work as required.

Examples of Typical Tasks: See Superintendent of Work with Children, Grade 1.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a college or university of recognized standing, including one year in a technical library school, supplemented by extended successful and varied experience in one or more libraries using modern methods, five years of which shall have been in work with children and three years in a supervisory position involving the direction of a staff of twenty or more, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Superintendent of Work with Children, Grade 6; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of library organization, procedure, policy, aims, and service; specialized knowledge of and ability to give instruction in children's literature and work; knowledge of child psychology and sympathetic understanding of children; ability to lay out work for others, to direct them in

their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's work and literature; ability to survey and appraise the population and geography of the city; considerable knowledge of modern curriculums and methods of teaching.

Recommended Annual Compensation: \$3900 4200 4500 4800.

SUPERVISING ASSISTANT, ART DEPARTMENT

Duties: To assist with the supervisory and related work in an art department with a staff of at least five in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally handling work involving some research; helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of the work of the art department; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; evaluating books, pictures, and other art material, and making suggestions with regard to their selection and purchase; giving talks on art subjects to schools, clubs, and other organizations; visiting art exhibits and collections; acting in place of the Chief of the Art Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful reference experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in art and two years of successful experience in a library using modern methods, one year of which shall have been in reference work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Art Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of art, of the literature relating to art, and of the means of making such material available for those interested in art; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the printed matter relating to art in those languages; appreciation and considerable knowledge of art; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college, or graduation from a recognized school of art; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, EXTENSION WORK

Duties: To assist with the supervisory and related work in the extension service of a library organization where there is a staff of at least five full time assistants engaged in such work; and to perform other work as required.

Examples of Typical Tasks: Supervising the selection and sending out of books and library materials to schools, hospitals, factories, clubs, small libraries, and other institutions and groups; personally visiting those making use or likely to make use of the extension service; collecting, compiling, and analyzing extension statistics; directing the work of assistants.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in extension work in a library organization using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Extension Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books and of the uses made of catalogs, bibliographies, and book lists; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; considerable knowledge of the library needs, reading habits, and interests of the people in the territory served; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, MUSIC DEPARTMENT

Duties: To assist with the supervisory and related work in a music department with a staff of at least five in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally handling work involving some research; helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of reference work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reviewing music and musical literature and making suggestions with regard to the selection and purchase of books and other music material; acting in place of the Chief of the Music Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful reference experience in music in a library using modern methods, or (2)

education equivalent to that represented by graduation from a school of music of recognized standing and two years of successful experience in a library using modern methods, one year of which shall have been in reference work in music, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Music Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of music, of literature dealing with music, and of the means of making such material available for those interested in music; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the literature relating to music in those languages; musical taste and appreciation; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; technical proficiency in music.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, OPEN SHELF DEPARTMENT

Duties: To assist with the supervisory and related work in an open shelf department containing a staff of at least eight or to have charge, under the Chief, of a sub-division with a staff of at least three, in a library or branch where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; giving directions and making suggestions to members of the staff; instructing new appointees; helping to make working schedules for members of the department; preparing reports and memorandums; tabulating statistics; helping readers on the floor; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and purchase of books; making lists of wanted books; acting in place of the Chief of the Open Shelf Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Open Shelf Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to lay out work for others, to direct them in their work, and

to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, SCHOOL WORK

Duties: To assist with the supervisory and related work in the school department of a main library where there is a staff equivalent to at least five full time employees, in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Laying out and directing the work of assistants in the school department of the main library; selecting classroom libraries and book collections to be sent to schools; visiting schools and giving advice and instruction to school librarians and pupils; reading and reporting on book reviews and new books and making recommendations for purchases; preparing catalogs, bulletins, and lists of books; preparing memorandums and reports; keeping statistics; directing those who assist with the school work.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in school or children's work, and one year of successful experience in the school department of a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, School Work; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of children's literature and of the uses made of catalogs, bibliographies, and book lists; considerable knowledge of modern curriculums and methods of teaching; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; understanding of and liking for children; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college with specialization in children's literature or educational methods; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, TECHNOLOGY DEPARTMENT

Duties: To assist with the supervisory and related work in a technology department with a staff equivalent to four to ten full time assistants, or to

have charge under the Chief of a sub-division with a staff of at least three, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally handling difficult technology problems; helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of the work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reading technical periodicals, reports, and documents for purposes of reference and ordering; doing research work on difficult reference problems; acting in place of the Chief of the Technology Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful technology experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in science or technology and one year of successful experience in a library using modern methods, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Technology Department; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service, and of catalogs, bibliographies, lists, readers' guides, and other reference tools; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college or graduation from a technical school of recognized standing with specialization in one branch of technology or applied science; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ASSISTANT, WORK WITH CHILDREN

Duties: To assist with the supervisory and related work in the children's room of a main library where there is a staff equivalent to at least five full time employees, or to have charge of the work with children in a branch library where there is a staff equivalent to the full time of five persons and at least one-third of the work is with children, in a system where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Supervising and performing the work in a children's room; securing books and other material for the children's room; telling stories and giving book talks; supervising the preparation of special exhibits and collections; advising teachers and parents; doing difficult reference work; sending out books, pictures, and other material to schools;

reading and reporting on new books and making recommendations for purchases; preparing catalogs, bulletins, and lists of children's books; maintaining discipline in the children's room; preparing memorandums and reports; keeping statistics; instructing those who assist with the work with children.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school with specialization in work with children, and one year of successful experience in the children's room of a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Assistant, Work with Children; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of children's literature and work and of the uses made of catalogs, bibliographies, and book lists; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; understanding of and liking for children; pleasing voice and manner; patience; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college, with specialization in children's literature and work; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING CATALOG ASSISTANT

Duties: To assist with the supervisory and related work in a catalog department containing a staff of at least ten, or to have charge under the Chief of a sub-division with a staff of at least three, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of cataloging work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and purchase of books; revising classifications, subject headings, and cards; acting in place of the Chief of the Catalog Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful cataloging experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in cataloging work, or (3) some other com-

bination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Catalog Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of cataloging procedure and difficulties and of the uses made of catalogs, bibliographies, and lists; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING CIRCULATION ASSISTANT

Duties: To assist with the supervisory and related work in a circulation or registration department containing a staff of at least ten or to have charge, under the Chief, of a sub-division with a staff of at least three, in a library or branch where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; giving directions and making suggestions to members of the staff; instructing new appointees; helping to make working schedules for members of the department; preparing reports and memorandums; tabulating circulation statistics; helping readers on the floor; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and purchase of books; making lists of wanted books; acting in place of the Chief of the Circulation Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Circulation Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING DELIVERY ASSISTANT

Duties: Under the direction of the Superintendent of Branch and Station Work, the Chief of Extension Work, or other supervisor, to assist in the supervisory work connected with supplying books and other library material to branches, schools, and other library stations and deposits, in a public library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Supervising the delivery of books and other library material to branches, schools, and stations; making and keeping inventories of branch, school, and station collections; helping to select the custodians for stations and deposits; visiting stations; investigating cases of theft, assumed names, delinquents, forged cards, and defacing of books; passing on branch, school, and station orders; directing the keeping of records of books and other library material sent to and received from branches, schools, and stations; preparing reports and memorandums; interviewing and instructing new custodians and staff members; making working schedules for members of the staff; conferring with those in other departments; visiting branches, schools, and stations; compiling reports on the work of branches, schools, and stations; supervising interbranch loans.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in library work, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Delivery Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of books, catalogs, lists, classification plans, bibliographical methods and tools, and the uses made of them; wide knowledge of branch, school, and station work and problems; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of experience involving close contact with the library-using public.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING GENERAL ASSISTANT

Duties: To assist with the supervisory and related work of a miscellaneous character in a library or branch where there is little specialization

and no fine division of labor, or to perform similar work in a large branch or library; and to perform other work as required.

Examples of Typical Tasks: Helping the staff with their difficult problems and seeing that they do their work effectively; giving directions and making suggestions to members of the staff; instructing new appointees; helping to make working schedules for members of the staff; preparing reports and memorandums; tabulating circulation statistics; helping readers on the floor; assisting in a supervisory capacity in any department as required; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and purchase of books; making lists of wanted books.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising General Assistant; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING ORDER ASSISTANT

Duties: To assist with the supervisory and related work involved in obtaining books and other library material by purchase, gift, exchange, and transfer in an order department having a staff equivalent to five to twelve full time employees, or to have charge of a division of the order department, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Assisting in laying out the work for members of the department or division and seeing that all are effectively employed; giving advice and suggestions to members of the staff and aiding them with their difficult problems; making recommendations with regard to securing books and other library material economically; helping to develop the ordering work to meet the needs of the library; preparing reports and

memorandums; interviewing and instructing new appointees; making working schedules for members of the staff; conferring with those in other departments; assigning books to be read and reviewed and making recommendations with regard to selection and purchase; visiting local dealers to place rush and bargain orders; acting in place of the Chief of the Order Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful ordering experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Order Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, aims, and service; knowledge of books, book markets, publishers, editions, publishing standards, publishers' output, copyright laws and regulations, and customs laws and regulations as they relate to books; knowledge of ordering procedure and difficulties and of the uses made of trade catalogs, bibliographies, and book lists; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two foreign languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others and in work involving close contact with those who vend books and other printed material.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING PERIODICAL ASSISTANT

Duties: To assist with the supervisory and related work in a periodical room or department where a staff of at least eight is employed or to have charge, under the Chief, of a sub-division with a staff of at least three, in a library or branch where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; giving directions and making suggestions to members of the staff; instructing new appointees; helping to make working schedules for members of the department; checking periodical lists and writing for overdue and lost numbers; tabulating circulation statistics; helping readers on the floor; reading periodicals and making suggestions with regard to their selection and purchase; making lists of wanted periodicals; preparing periodicals for binding; acting in place of the Chief of the Periodical Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in work involving contact with the public in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of

successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been of such a nature as to involve contact with the public, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Periodical Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service; wide knowledge of periodicals; interest in current events; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; ability to size up situations and people and to get along well with others; pleasing personal appearance; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others; one year of cataloging experience.

Recommended Annual Compensation: \$2040 2160.

SUPERVISING PUBLICATION ASSISTANT

Duties: To assist with the supervisory and related work in the publication department of a library having a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Assisting in laying out work for members of the department and seeing that all are effectively employed; reading book reviews and making notes for publication in bulletins and other publications of the library; preparing lists of books and other library material, news notes, and other data requiring editorial judgment for publication; marking copy for the printer; reading and revising proof.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful experience in the publication department of a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training course, and five years of successful and varied library experience involving the performance of increasingly complex duties, two years of which shall have been in publicity or editorial work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Publication Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; considerable knowledge of library organization, procedure, policy, aims, and service and of catalogs, bibliographies, lists, readers' guides, and other reference tools; ability to mark copy for the printer and to read and revise proof; familiarity with bibliographical tools and methods; ability to size up situations and people and to get along well with others; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; reading knowledge

of two or more foreign languages and familiarity with the literature in those languages.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING REFERENCE ASSISTANT

Duties: To assist with the supervisory and related work in a reference department with a staff of at least five, or to have charge under the Chief of a sub-division with a staff of at least three, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of reference work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and ordering of books; doing research work on difficult reference problems; acting in place of the Chief of the Reference Department in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful reference experience in a library using modern methods, or (2) education equivalent to that represented by graduation from a standard four year high school, completion of a course at least six months in length in a library training class, and five years of successful and varied library experience involving the performance of increasingly complex duties, three years of which shall have been in reference and cataloging work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Reference Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the printed matter in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Completion of a library course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING REFERENCE ASSISTANT, HISTORY

Duties: To assist with the supervisory and related work in history in a reference department containing a staff of at least five, or to have charge under the Chief of a sub-division with a staff of at least three, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

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Examples of Typical Tasks: Helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of historical reference work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and ordering of books; doing research work on difficult reference problems; acting in place of the Chief of the Reference Department or Chief of History Division in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, and one year of successful reference experience in history in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in history and two years of successful experience in a library using modern methods, one year of which shall have been in reference work in history, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Reference Assistant, History; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the historical literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Postgraduate work in history or completion of a library course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISING REFERENCE ASSISTANT, SOCIAL SCIENCES

Duties: To assist with the supervisory and related work in the social sciences in a reference department containing a staff of at least five, or to have charge under the Chief of a sub-division with a staff of at least three, in a library where there is a relatively fine division of labor and considerable specialization; and to perform other work as required.

Examples of Typical Tasks: Personally doing difficult reference work; helping the staff of the department with their difficult problems and seeing that they do their work effectively; answering questions with regard to difficulties that arise in the course of reference work; giving directions and making suggestions to members of the staff; instructing new appointees; preparing reports and memorandums; attending staff meetings; reading books and book reviews and making suggestions with regard to the selection and ordering of books; doing research work on difficult reference problems; acting in place of the Chief of the Reference Department or Chief of the Social Science Division in his absence.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing,

including one year in a technical library school, and one year of successful reference experience in the social sciences in a library using modern methods, or (2) education equivalent to that represented by graduation from a university or college of recognized standing with specialization in the social sciences and two years of successful experience in a library using modern methods, one year of which shall have been in reference work, or (3) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervising Reference Assistant, Social Sciences; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; wide knowledge of social science subject matter and literature, reference books and documents, catalogs, bibliographies, readers' guides, and other reference tools; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; reading knowledge of two or more foreign languages and familiarity with the social science literature in those languages; accuracy; tact; good judgment.

Additional Desirable Qualifications: Postgraduate work in the social sciences or completion of a library course one or two years in length following graduation from college; some experience in directing the work of others.

Recommended Annual Compensation: \$2040 2160 2280.

SUPERVISOR OF AIDS AND PAGES, GRADE 1

Duties: Under direction, to supervise the work of a staff of Aids and Pages equivalent to five to ten persons employed full time in any department of a library; and to perform other work as required.

Examples of Typical Tasks: Instructing Aids and Pages in their duties, assigning tasks to them, helping them with their difficult work, and seeing that they do their work effectively; arranging time and work schedules; arranging for substitutes; directing the cleaning of books; helping to take inventories; when not engaged in supervisory work, getting out and replacing books, revising and straightening shelves, answering telephone calls, keeping supply and other records, issuing supplies, charging and discharging books, and typing cards, lists, reports, and memorandums.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the completion of a course at least six months in length in a library training class, or (2) one year of experience in a library using modern methods; abstract intelligence equal to or greater than that represented by a score of 105 in the army alpha intelligence tests; considerable knowledge of the procedure involved in charging, discharging, and shelving books in a library and of the shelf and catalog systems of the library in which employed; knowledge of and liking for books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; tact; accuracy; good judgment.

Additional Desirable Qualifications: Completion of two years of educational work of college grade; one year of experience involving the direction of others; knowledge of the make up, cleaning, mending, and care of books.

Recommended Annual Compensation: \$1620 1740 1860.

SUPERVISOR OF AIDS AND PAGES, GRADE 2

Duties: Under direction, to supervise the work of a staff of Aids and Pages equivalent to more than ten persons employed full time in any department of a library; and to perform other work as required.

Examples of Typical Tasks: Instructing Aids and Pages in their duties, assigning tasks to them, helping them with their difficult work, and seeing that they do their work effectively; arranging time and work schedules; arranging for substitutes; directing the cleaning of books; helping to take inventories; when not engaged in supervisory work, getting out and replacing books, revising and straightening shelves, answering telephone calls, keeping supply and other records, issuing supplies, charging and discharging books, and typing cards, lists, reports, and memorandums.

Minimum Qualifications: Education equivalent to that represented by graduation from a standard four year high school and in addition either (1) the completion of a course at least six months in length in a library training class and one year of experience in a library using modern methods, or (2) some other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Supervisor of Aids and Pages, Grade 2; abstract intelligence equal to or greater than that represented by a score of 120 in the army alpha intelligence tests; considerable knowledge of the procedure involved in charging, discharging, and shelving books in a library and of the shelf and catalog systems of the library in which employed; knowledge of and liking for books; ability to lay out work for others, to direct them in their work, and to get them to work together effectively; tact; accuracy; good judgment.

Additional Desirable Qualifications: Education equivalent to that represented by graduation from a university or college of recognized standing; one year of experience involving the direction of others; knowledge of the make up, cleaning, mending, and care of books.

Recommended Annual Compensation: \$1860 1980 2100.

TRAINING CLASS ASSISTANT

Duties: Under a Director of Training Class, Grade 2, to assist with the organization and instruction of training classes in library work; and to perform other work as required.

Examples of Typical Tasks: Giving instruction in library subjects; supervising the work of library students working on problems and practical assignments; reading and correcting problems, reports, and other work of students; assisting with the records and reports of the training class department.

Minimum Qualifications: Either (1) education equivalent to that represented by graduation from a university or college of recognized standing, including one year in a technical library school, or (2) education equivalent to that represented by graduation from a standard four year high school, the completion of a course at least six months in length in a library training class, and four years of successful and varied library experience involving the performance of increasingly complex duties, or (3) some

other combination of education, library training, and library experience of equal or greater length that indicates ability successfully to perform the duties of Training Class Assistant; abstract intelligence equal to or greater than that represented by a score of 135 in the army alpha intelligence tests; knowledge of library organization, procedure, policy, aims, and service and of card catalogs, bibliographies, lists, readers' guides, and other library tools; familiarity with bibliographical tools and methods; knowledge of teaching methods; ability to size up situations and people and to get along well with others; pleasing personal appearance; tact; good judgment.

Additional Desirable Qualifications: Either the completion of a course one school year in length in a technical library school or the completion of a normal school course; some teaching experience.

Recommended Annual Compensation: \$1620 1740 1860 1980.

NOTE.—Complete specifications for the following classes of positions have been prepared but owing to the limits of space are not printed in this report. Copies of these class specifications are on file in the offices of the American Library Association and the Bureau of Public Personnel Administration and on request will be loaned for inspection or copying by either organization.

Assistant Librarian, Class 8 College or University Library
 Assistant Librarian, Class 9 College or University Library
 Assistant Librarian, Class 10 College or University Library
 Assistant Librarian, Class 11 College or University Library

Assistant Librarian, Class 9 Public Library
 Assistant Librarian, Class 10 Public Library
 Assistant Librarian, Class 11 Public Library
 Assistant Librarian, Class 12 Public Library
 Assistant Librarian, Class 13 Public Library
 Assistant Librarian, Class 14 Public Library

Assistant Librarian, Class 8 State Library
 Assistant Librarian, Class 9 State Library
 Assistant Librarian, Class 10 State Library
 Assistant Librarian, Class 11 State Librarian

Assistant Supervisor of Aids and Pages

Chief of Children's Room, Grade 2
 Chief of Children's Room, Grade 3
 Chief of Children's Room, Grade 4

Chief of Circulation Department, Grade 2
 Chief of Circulation Department, Grade 3
 Chief of Circulation Department, Grade 4
 Chief of Circulation Department, Grade 5

Chief of Extension Work, Grade 2
 Chief of Extension Work, Grade 3

Chief of Music Department, Grade 2
 Chief of Music Department, Grade 3

Chief of Open Shelf Department, Grade 2
 Chief of Open Shelf Department, Grade 3

Chief of Order Department, Grade 2
Chief of Order Department, Grade 3
Chief of Order Department, Grade 4
Chief of Order Department, Grade 5

Chief of Periodical Department, Grade 1
Chief of Periodical Department, Grade 2
Chief of Periodical Department, Grade 3

Chief of Publication Department, Grade 2
Chief of Publication Department, Grade 3

High School Librarian, Grade 3
High School Librarian, Grade 4
High School Librarian, Grade 5
High School Librarian, Grade 6

School Librarian, Grade 3
School Librarian, Grade 4
School Librarian, Grade 5
School Librarian, Grade 6

Superintendent of School Work, Grade 2
Superintendent of School Work, Grade 3
Superintendent of School Work, Grade 4
Superintendent of School Work, Grade 5
Superintendent of School Work, Grade 6

APPENDIX 7¹

PRELIMINARY REPORT OF THE COMMITTEE ON SCHEMES OF LIBRARY SERVICE

The Committee on Schemes of Library Service has had little to report since the first years of its appointment when it prepared the very tentative outline which it presented at Chicago in 1923, except to say that it was awaiting the results of the work of the Committee on the Classification of Library Personnel of the Bureau of Public Personnel Administration, otherwise known as the Telford Committee.

That Committee made a second provisional report which was distributed at Chicago, December 31, 1925. Though the work was not in final form, enough had been done to enable our committee to make a start toward accomplishing that for which it was originally appointed—that is, the working out of a plan for the grading of library positions. Two members of this committee, Miss Florence Overton and the chairman, were also members of the Telford Committee and therefore were able to select from the mass of material presented in that report the definite information needed for our

¹ At the request of the Bureau of Public Personnel Administration, the Committee on Schemes of Library Service generously consented to the publication of its preliminary report with the Bureau's report to the Committee on the Classification of Library Personnel. The work of the two Committees is inextricably tied up and the membership of the Committees also overlaps somewhat. The Staff of the Bureau wishes to make acknowledgment of the assistance given by the Committee on Schemes of Library Service, and particularly by Miss Rathbone and Miss Overton, in developing standards for determining the various classes of public libraries. The members of the Committee on Schemes of Library Service are as follows:

Josephine Adams Rathbone, *Chairman*

A. L. Bailey

Charles H. Compton

Gratia A. Countryman

Louise G. Hinsdale

Franklin F. Hopper

John A. Lowe

Florence Overton

Grace D. Rose

Charles E. Rush

Elizabeth Smith

P. L. Windsor.

purpose. We realize that but for the body of information collected and digested by the Bureau of Public Personnel Administration, our task would have been far more difficult, and that whatever value the result may have is largely due to it.

The figures used in our report we have based on actual library statistics furnished by A. L. A. Headquarters based on 1924 reports, modified slightly by A. L. A. standards of per capita circulation and budget and by the desire to set standards that shall approach reasonable ideals. The maximum budget for each class of library represents only the A. L. A. minimum standard of \$1 per capita, which the committee strongly recommends as a minimum rather than a maximum.

To make clear the diagram which contains the gist of our report, we print here (with some modifications) the classification of public libraries into classes which the two members of the Telford Committee worked out with Mr. Telford—a classification into 14 classes instead of the 12 that appeared in the provisional report of December, 1925.

We have, moreover, for greater clearness substituted the word *class* for *grade* as applied to libraries, using *grade* for departments and for personnel grouping.

CLASSES OF PUBLIC LIBRARIES

CLASS 1

1. Staff—No full time paid worker
2. Budget—
3. Population—
4. Book collection—
5. Book circulation—
6. Compensation of librarian—60% of the total budget

CLASS 2

To qualify for this class a library should meet four of these requirements:

1. Staff—1 full time paid worker
2. Budget—\$2000 (minimum)
3. Population—Less than 3000
4. Book collection—
5. Book circulation—12,000 to 17,000
6. Compensation—\$1200 1320 1440

CLASS 3

To qualify for this class a library should meet four of these requirements:

1. Staff—1 trained librarian with qualifications corresponding to those for Senior General Assistant
- 2.*Budget—\$3000 to \$4900
3. Population—3000 to 4900
4. Book collection—
5. Book circulation—15,000 to 20,000
6. Compensation—\$1620 1740 1860.

CLASS 4

To qualify for this class a library should meet four of these requirements:

1. Staff—Librarian with qualifications at least those of Senior General Assistant; one or two assistants
- 2.*Budget—\$5000 to \$9500
3. Population—5000 to 9500
4. Book collection—
5. Book circulation—25,000 to 44,000
6. Compensation of librarian—\$1860 1980 2100 2220

CLASS 5

To qualify for this class a library should meet four of these requirements:

1. Staff—Librarian, 3 to 4 assistants; Librarian with qualifications equal to those of Supervising Assistant; one assistant with qualifications equal to those of Senior Assistant.
- 2.*Budget—\$9000 to \$14,500
3. Population—10,000 to 14,500
4. Book collection—10,000 to 14,500
5. Book circulation 50,000 to 65,000
6. Compensation of librarian—\$2040 2160 2280 2400

CLASS 6

To qualify for this class a library should meet five of these requirements:

1. Staff—Librarian, 5 to 7 assistants; qualifications of Librarian equal to those of Chief of Circulation Department, Grade B
2. Staff qualifications—1 of Grade 2, 3 of Grade 1
- 3.*Budget—\$15,000 to \$24,000
4. Population—15,000 to 24,000

* The maximum budget represents only the A. L. A. minimum standard of \$1 per capita (see paragraph 3 at the beginning of this report).

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5. Book collection—15,000 to 24,000
6. Book circulation—66,000 to 95,000
7. Compensation of Librarian—\$2160 2280 2400 2520

CLASS 7

To qualify for this class a library should meet at least five of these requirements:

1. Staff—Librarian, 8 to 11 assistants; qualifications of Librarian at least equal to those of Chief of Circulation Department, Grade C
2. Staff qualifications—3 of Grade 2, 4 of Grade 1
3. *Budget—\$19,600 to \$39,000
4. Population—25,000 to 39,000
5. Book collection—20,000 to 39,000 volumes
6. Book circulation—100,000 to 149,000
7. Branch or stations according to topography
8. Compensation of Librarian—\$2460 2640 2820 3000

CLASS 8

To qualify for this class a library should meet at least seven of these requirements:

1. Staff—Librarian, staff of 12 to 29; qualifications of Librarian equal to those of Chief of Circulation Department, Grade D
2. Graded staff
3. Staff qualifications of assistants, 5 of Grade 1, 3 of Grade 2, and 2 of Grade 3
4. *Budget—\$31,000 to \$99,000
5. Population—40,000 to 99,000
6. Book collection—40,000 to 99,000
7. Book circulation—150,000 to 300,000
8. Department organization—at least three departments
9. Branches—2 or stations, depending on topography
10. Compensation—\$2700 3000 3300 3600 3900

CLASS 9

To qualify for this class a library should meet at least eight of these requirements:

1. Staff—Librarian, Grade 7; staff of 30 to 59
2. Graded staff
3. Staff qualifications—30% of Grade 2 and over
4. *Budget—\$70,000 to \$200,000
5. Population—100,000 to 200,000
6. Book collection—100,000 to 200,000
7. Book circulation—350,000 to 700,000

* The maximum budget represents only the A. L. A. minimum standard of \$1 per capita (see paragraph 3 at the beginning of this report).

8. Department organization—reference, catalog, circulation, children's room, periodical or reading room.
9. Apprentice class
10. Branches—3 to 6
11. Compensation of Librarian—\$3500 4000 4500 5000 5500

CLASS 10

To qualify for this class a library should meet at least eight of these requirements:

1. Staff—Librarian, Assistant Librarian or Executive Assistant of Grade 5, staff of 60 to 124.
2. Graded staff
3. Staff qualifications—25% of Grade 2 or over
- 4.*Budget—\$125,000 to \$300,000
5. Population—200,000 to 300,000
6. Book collection 200,000 to 290,000 volumes
7. Book circulation—700,000 to 1,000,000
8. Departments or divisions include reference, catalog, order, circulation, children's department with supervisor, extension, schools, technical department, administrative department, separately or combined.
9. Training classes with competent instructor
10. Branches—6 to 8
11. Compensation of Librarian—\$4500 5000 5500 6000 6500

CLASS 11

To qualify for this class a library should meet at least nine of these requirements:

1. Staff—Librarian, Assistant Librarian of Grade 6, staff of 125 to 249
2. Graded staff
3. Staff qualifications—at least 20% above Grade 2
- 4.*Budget—\$250,000 to \$700,000
5. Population—300,000 to 700,000
6. Book collection—300,000 to 700,000
7. Book circulation—1,000,000 to 2,000,000
8. Departments—As in Class 10, with art, music, newspaper room, foreign work
9. Training class—Competent instructor, course six months in length, some provision for staff instruction
10. Branches—12
11. Publications, including bulletin, bibliographies, and so forth
12. Compensation of Librarian—\$6000 6500 7000 7500

*The maximum budget represents only the A. L. A. minimum standard of \$1 per capita (see paragraph 3 at the beginning of this report).

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CLASS 12

To qualify for this class a library should meet nine of these requirements:

1. Staff—Librarian, Assistant Librarian of Grade 7, staff of 250 to 499
2. Graded staff
3. Staff qualifications—20% above Grade 2
4. *Budget—\$600,000 to \$1,400,000
5. Population—700,000 to 1,400,000
6. Book collection—700,000 to 800,000
7. Book circulation—2,100,000 to 4,000,000
8. Departments and divisions—As in Class 11, including also editorial department and specialists
9. Training class—As in 11
10. Branches—25 to 35; sub-branches, stations
11. Publications, including bulletin, bibliographies, and so forth
12. Compensation of Librarian—\$7500 8000 8500 9000

CLASS 13

To qualify for this class a library should meet nine of these requirements:

1. Staff—Librarian, Assistant Librarian, administrative organization, staff of 500 to 799
2. Graded staff
3. Staff qualifications—20% above Grade 2
4. *Budget—\$1,000,000 to \$2,400,000
5. Population—1,500,000 to 2,500,000
6. Book collection—800,000 to 1,000,000
7. Book circulation—4,100,000 to 7,000,000
8. Departments and divisions—As in Class 12; training class as in Class 11
9. Branches—35; sub-branches, stations
10. Publications as in Class 12
11. Compensation of Librarian—\$10,000 and up

CLASS 14

1. Staff—Librarian, Assistant Librarian, administrative organization, staff of 800 or more
2. Graded staff
3. Staff qualifications—20% above Grade 2
4. *Budget—\$2,000,000 plus
5. Population—2,600,000 plus
6. Book collection—1,000,000 plus
7. Book circulation—7,000,000 plus
8. Departments and divisions—As in Class 13

* The maximum budget represents only the A. L. A. minimum standard of \$1 per capita (see paragraph 3 at the beginning of this report).

9. Branches and sub-branches—35 plus
10. Publications as in Class 12.
11. Compensation of Librarian—\$10,000 and up

To make clear the personnel grades that follow, this table of grades of branches and departments, also taken with slight modification from the Telford report dated December 31, 1925, is given here.

GRADES OF BRANCHES

- Grade A—Open part time
- Grade B—Branch Librarian, no full time assistant
- Grade C—Branch Librarian, 1 or 2 full time assistants
- Grade D—Branch Librarian, 3 to 5 full time assistants
- Grade E—Branch Librarian, 4 to 9 full time assistants
- Grade F—Branch Librarian, 10 to 14 full time assistants
- Grade G—Branch Librarian, 15 to 24 full time assistants
- Grade H—Branch Librarian, 25 to 49 full time assistants

GRADES OF DEPARTMENTS

CATALOG DEPARTMENT

- Grade A— 1 to 3 full time assistants
- Grade B— 4 to 7 full time assistants
- Grade C— 8 to 12 full time assistants
- Grade D—13 to 19 full time assistants
- Grade E—20 or more full time assistants

CIRCULATION DEPARTMENT

- Grade A— 2 to 4 full time assistants
- Grade B— 5 to 10 full time assistants
- Grade C—11 to 20 full time assistants
- Grade D—21 or more full time assistants

CHILDREN'S DEPARTMENT

- Grade A— 1 to 3 full time assistants
- Grade B— 4 to 7 full time assistants
- Grade C— 8 to 12 full time assistants
- Grade D—13 to 19 full time assistants

REFERENCE DEPARTMENT

- Grade A— 1 to 3 full time assistants
- Grade B— 4 to 7 full time assistants
- Grade C— 8 or more full time assistants
- Grade D—12 or more full time assistants
- Grade E—16 or more full time assistants

Art, civics, music, and applied science departments may each have 3 grades corresponding to the first three grades of the reference department. Branch, order, extension, and schools departments have been omitted since their organization differs widely in different libraries and their importance does not necessarily depend on the number of assistants employed.

We have also combined the various types of positions set forth in the Bureau's report of December 31, 1925, into seven grades as follows:

PERSONNEL GRADES

GRADE 1

- Junior Circulation Assistant
- Junior Catalog Assistant
- Junior Reference Assistant
- Junior General Assistant
- Junior Children's Assistant
- Librarian of Class 1 and Class 2 Library

GRADE 2

- Senior Circulation Assistant
- Senior Catalog Assistant
- Senior Reference Assistant
- Senior General Assistant
- Senior Children's Assistant
- Senior Branch Assistant
- Branch Librarian, Grade B Branch
- Librarian, Class 3 and Class 4 Library

GRADE 3

- Chief of Circulation Department, Grade A
- Special Circulation Assistant
- Supervising Circulation Assistant (corresponds to First Assistant)
- Special Catalog Assistant
- Supervising Catalog Assistant
- Independent Cataloger (small library)
- Chief Cataloger, Grade A
- Special Reference Assistant
- Supervising Reference Assistant
- Children's Librarian in charge of room
- Branch Librarian, Grade C Branch
- Librarian, Class 5 Library

GRADE 4

- Chief of Circulation Department, Grade B
- Chief of Catalog Department, Grade B

Supervising Catalog Assistant (in department with 8 or more assistants)
 Catalog Specialist
 Chief of Reference Department, Grade A or Grade B
 Reference Specialist
 Chief of Children's Department (with some supervision over the work in 2 or 3 branches)
 Division heads or heads of minor departments
 Branch Librarian, Grade D Branch
 Librarian, Class 6 Library

GRADE 5

Chief of Circulation Department, Grade C
 Chief of Catalog Department, Grade C
 Catalog Specialist
 Chief of Reference Department, Grade C
 Reference Specialist
 Supervisor of Children's (and School) Department, Grade C
 Branch Librarian, Grades E, F, and G
 Chief of Order Department, Class 10 Library and Class 11 Library
 Chief of School Department, Class 10 Library and Class 11 Library
 Chief of Extension Department, Class 10 Library and Class 11 Library
 Assistant Librarian, Class 9 Library
 Librarian, Class 7 Library

GRADE 6

Chief of Circulation Department, Grade D
 Chief of Reference Department, Grade D
 Reference Specialist
 Chief of Catalog Department, Grade D
 Catalog Specialist
 Chief of Extension Department, Class 11 Library and Class 12 Library
 Supervisor of Children's Department, Class 11 Library and Class 12 Library
 Superintendent of Branches, Class 11 Library and Class 12 Library
 Assistant Librarian, Class 11 Library
 Librarian, Class 8 Library

GRADE 7

Supervisor of Children's Department, Class 13 Library and Class 14 Library
 Supervisor of School Department, Class 13 Library and Class 14 Library
 Supervisor of Branches, Class 13 Library and Class 14 Library
 Chief of Catalog Department, Grade E
 Chief of Reference Department, Grade E
 Assistant Librarian, Class 12 Library
 Librarian, Class 9 Library

For qualifications, duties, and compensation of these grades see the Telford report. We have not attempted in this report to grade the non-professional service to be found in every library above classes 4 or 5, merely giving an estimate based on information furnished by the Bureau of the approximate number of non-professional workers needed in libraries of different sizes.

With these two classifications—that of public libraries and departments, and that of types of positions as a basis—we have worked out the accompanying chart which attempts to show how many grades or classes of workers are needed in a library of a given class, how many assistants in each grade, and where the librarian of each type of library stands in the general scheme. For example, a class 5 public library with a staff of four, a budget of \$9000, and a circulation of 45,000 is shown to need at least a grade 3 librarian with one grade 2 assistant and two assistants below grade 2.

The diagram probably needs much change. It is offered for criticism, and the Committee asks the Council to receive the report, not as final, but as a tentative effort to fulfill the purpose for which the Committee was created. If the Council approves this effort and wishes us to continue, the Committee will be glad, as far as possible, to make necessary corrections.

CHART SHOWING THE MINIMUM NUMBER OF FULL TIME POSITIONS OF EACH GRADE IN PUBLIC LIBRARIES OF THE VARIOUS CLASSES

CLASS OF LIBRARY

| Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|------------------------|----|----|----|----|----|----|----|----|----|----|-----|-----|--------|----|
| Non-Professional | .. | .. | .. | 1 | 1 | 1 | 2 | 7 | 15 | 35 | 75 | 170 | .. | .. |
| Grade 1..... | 1 | 1 | .. | .. | 1 | 3 | 4 | 5 | 12 | 20 | 50 | 97 | 160 | .. |
| Grade 2..... | .. | .. | 1 | 1 | 1 | 1 | 3 | 3 | 5 | 10 | 16 | 40 | 70 | .. |
| Grade 3..... | .. | .. | .. | .. | 1 | .. | .. | 2 | 3 | 9 | 12 | 25 | 50 | .. |
| Grade 4..... | .. | .. | .. | .. | .. | 1 | .. | .. | 3 | 5 | 8 | 20 | 30 | .. |
| Grade 5..... | .. | .. | .. | .. | .. | .. | 1 | .. | .. | 1 | 3 | 6 | 12 | .. |
| Grade 6..... | .. | .. | .. | .. | .. | .. | .. | 1 | .. | .. | 1 | 4 | 5 | .. |
| Grade 7..... | .. | .. | .. | .. | .. | .. | .. | .. | 1 | .. | .. | 1 | 3 | .. |
| Non-Graded | .. | .. | .. | .. | .. | .. | .. | .. | .. | 1 | 1 | 1 | 1 or 2 | .. |
| Total | 1 | 1 | 1 | 2 | 4 | 6 | 9 | 13 | 31 | 61 | 126 | 269 | 503 | .. |



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